

Achievement of Market Friendly Initiatives and Results
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Jordan Business School Development Project:
Survey Potential Local Jordanian Partners

Final Report

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I. Executive Summary

This report is part of the Business School Development sub-component of the Jordan AMIR Project funded by USAID. The objective of this assignment is to assess seven universities in Jordan, which will lead to the competitive selection of a Jordanian partner institution for the development of a sustainable graduate business school in Jordan.

Additionally, the assignment includes the compilation and reporting on laws and regulations that govern or impact the establishment and operation of an autonomous graduate business school.

This report builds on and complements the reports that were prepared by Dr. Kenneth L. Hoadley within the Business School Development project by the AMIR Program in Jordan¹. Earlier, he had visited and interviewed senior officials of six universities and two management development institutes. In this assignment, seven additional universities were surveyed.

The aim of the survey is to make an assessment of the current and potential capabilities and other factors that will lead to a competitive selection of a Jordanian institution which will partner with a U.S. Business School in the development and implementation of a graduate business school in Jordan.

The seven universities that were selected for this assignment reflect variation in orientation, breadth of faculties and program, type (public or privately owned), age and location. Section III of the report shows that Jordanian universities are relatively young; the seven universities have been established from 6 to 21 years ago. Four of the seven universities currently have business/ management education programs. The programs offered by the universities vary in breadth from Princess Sumaya University College, which offers two degree-programs in Computer Science and Electronic Engineering, to the Jordan University of Science and Technology which offers 123 degree-programs by 52 academic departments in 10 colleges. The selected universities are located in various regions of Jordan near Mafraq and Irbid in the north, Karak in the south and Amman, Salt and Jerash in the center.

The survey and assessment included the gathering of data, observations and opinions through visits to the universities and interviews with their senior officials. This included the Presidents, Vice Presidents, Deans of business schools and other university officials. In the process of compiling and reporting on laws and governmental views on higher education, the consultant visited and held discussions with the Secretary Generals of the Ministry of Higher Education and Scientific Research (MoHESR), the Higher Education Council and the Accreditation Council. A list of all visits to organizations and individuals made as part of his assignment is provided in Appendix A.

This report includes in section III the findings and assessment of the seven universities in separate subsections. The interviews were structured flexibly, in order to touch on the main aspects and issues which provide the basis for assessment of the potential of each university

¹ Dr. Kenneth L. Hoadley, Jordan Business School Selection Action Plan, AMIR Program, (Funded by USAID) Jordan march 2002

Dr. Kenneth L. Hoadley, Survey of Potential Partners in U.S., AMIR Program (Funded by USAID) Jordan April 2002

to be a partner institution. The main aspects and issues touched on throughout were the students, faculty, colleges, degree and non-degree programs, business schools, alliances and partnerships, finances, willingness to invest, future plans and responses to questions related to the idea of establishing a first caliber autonomous graduate business school in Jordan.

The survey and assessment included the following universities:

- 1- The Jordan University of Science and Technology (Public), Irbid.
- 2- Mu'tah University (Public), Karak.
- 3- Al al-Bayt University (Public), Mafraq.
- 4- Al-Balqa Applied University (Public), the center is Salt.
- 5- Philadelphia University (Private), Jerash.
- 6- Princess Sumaya University College for Technology (Private), Amman.
- 7- University of Applied Science (Private), Amman.

- The survey and assessment of seven private and public universities lead to conclusions that are coherent with those of Dr. Kenneth Hoadley:
 1. Presidents and senior staff of the seven universities that were interviewed agree to the need for a high caliber Graduate Business School (GBS) that offers a mix of full-time and executive MBA programs, and shorter non-degree management development programs. It is believed that there is sufficient demand for such programs in Jordan and other countries in the region.
 2. Of the universities surveyed, four have Business Schools. None of them is currently offering or capable of offering the quality and range of business education programs needed and demanded by the Jordanian business sector.
- The surveyed universities were assessed and compared on the basis of faculty, students, programs, alliances-partnerships, finances and future plans.
 1. Of the four public universities that were assessed, the Jordan University of Science and Technology (JUST) surpasses the other three clearly in the potential capacity to partner with a US GBS and to sustain the standards achieved beyond the AMIR Program-USAID assistance period.
 2. Of the three private universities that were assessed, Philadelphia University (PU) is the most credible potential partner to a US Graduate Business School. This credibility is largely based on the international and national experience and reputation of PU's President Dr. Adnan Badran.
- The basic obstacle facing private universities is the current ban by the HEC on the starting of any graduate programs. There are pressures on the HEC to open the door, but it is doubtful whether this can change before the end of the year or early next year. It must be noted that Law no. 43, the Private Jordanian University Law of 2001, addresses both for-profit investment companies and not-for-profit private societies.
- Under the current legal framework, composition of the HEC, the need for political connections and the required time frame for the AMIR Program action plan on the

Jordan Business School Development Project, the establishment of an autonomous Graduate Business School under the auspices of a public university seems a more viable alternative.

- A layman's review of the new three Higher Education Laws (Nos. 41, 42 and 43 of 2001) indicate that a new Jordanian GBS, established either under the auspices of an existing public university or as not -for-profit organization, might not have the high degree of autonomy and independence envisioned in the GBS model suggested by Dr. K. Hoadley.
- Another important point is that the regulations that should emanate from the above laws are under preparation, and have not been issued by the MoHESR, the HEC and the AC.
- It is recommended that another review by a professional legal expert be conducted of the three laws and upcoming regulations in order to verify the inferences made above.

II. Introduction

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This report includes in section III the findings and assessment of the seven universities in separate subsections. The interviews were structured, flexibly, in order to touch on the main aspects and issues which provide the basis for assessment of the potential of each university to be a partner institution. The main aspects and issues touched on throughout were the students, faculty, colleges, degree and non-degree programs, business schools, alliances and partnerships, finances, willingness to invest, future plans and responses to questions related to the idea of establishing a first caliber autonomous graduate business school in Jordan.

The survey and assessment include the following universities:

1. The Jordan University of Science and Technology (Public), Irbid.
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3. Al al-Bayt University (Public), Mafrq.
4. Al-Balqa Applied University (Public), the center is Salt.
5. Philadelphia University (Private), Jerash.
6. Princess Sumaya University College for Technology (Private), Amman.
7. University of Applied Science (Private), Amman.

III. Survey of Jordanian Universities

1. Jordan University of Science and Technology

The Jordan University of Science and Technology (JUST) was established in 1986 by law Number 31-1986 called “ The Jordan University of Science and Technology Law, 1986”. Article 3 of the law lists the four major missions for which JUST was established:

- To provide opportunities for higher education and specialization in various applied studies in the fields of science and technology.
- Development of human resources in basic and applied sciences, with focusing on graduate studies in these sciences.
- Development, organization and promotion of scientific research. Support of industrial and other national establishments by using the results of applied research; and providing consultation and technical services for these organizations.
- Support the development of technology and its applied uses in the various fields of work; the follow-up and participation in innovations and developments at the international level.

JUST is built on an area of land of 11 square kilometers near Irbid in the north of Jordan. The university has its own water purification plant and power plant. The university is impressive not only by the vast area allocated to it. Its physical and human infrastructure, faculty, students, colleges, academic programs, the size and complexity of its graduate programs and the experience and confidence of its top administration is the most impressive of the seven universities that the consultant surveyed.

Faculties, Academic Departments and Programs

Table 1 shows the ten faculties of JUST. Seven of the faculties were established originally in Yarmouk University before moving them to form the faculties with which started operations in 1986/87. The ten faculties are fully developed having a total of 123 degree programs by 52 academic departments. Of the 123 academic programs, 49 offer a Bachelor degree, 47 a Master degree and two Doctorate degrees. The faculties of Engineering and Pharmacy offer a doctorate degree program each. Of the 47 programs offering a Master degree, 29 are offered by the Faculty of Engineering, Medicine and Veterinary Medicine.

It is notable to indicate that of the 123 academic programs offered by JUST faculties, 60% are postgraduate.

Table 1
Jordan University of Science and Technology
Faculties and Number of Academic Departments and Programs

Faculty	Date Established	Number of Academic Departments	Number of Degree Programs
1. Engineering	78/79	8	35
2. Computer & IT	2000/2001	2	6
3. Medicine	83/84	15	25
4. Applied Medical Sciences	2000/2001	3	11
5. Dentistry	83/84	3	1
6. Pharmacy	83/84	3	7
7. Nursing	83/84	8	9
8. Science & Arts	86/87	8	9
9. Agriculture	85/86	4	10
10. Veterinary Medicine	90/91	3	16
Total		52	123

Table 2
Academic Staff During 2001/2002 by Degree, Gender, and Nationality

Faculty	Total (Ph.D)	Lect. (M.Sc.)	Inst (M.Sc.)	T.A. (M.Sc.)	Total (M.Sc.)	Grand Total	Jord.	Arabs	Foreign
Engineering	130	7	1	0	8	138	127	9	2
Computer & IT	25	10	0	0	10	35	33	2	0
Medicine	110	0	1	0	1	111	94	17	0
Applied medical Sciences	2	0	0	0	0	2	2	0	0
Dentistry	34	4	0	0	4	38	35	3	0
Pharmacy	23	5	0	5	10	33	29	3	1
Nursing	14	16	3	0	19	33	31	2	0
Science & Arts	97	15	0	13	28	125	121	3	1
Agriculture	41	0	1	0	1	42	40	2	0
Vet. Medicine	19	0	0	0	0	19	13	6	0
Total	495	57	6	18	81	576	525	47	4

Females

Faculty	Total (Ph.D)	Lect. (M.Sc.)	Inst (M.Sc.)	T.A. (M.Sc.)	Total (M.Sc.)	Grand Total	Jord.	Arabs	Foreign
Engineering	3	2	0	0	2	5	5	0	0
Computer & IT	2	1	0	0	1	3	3	0	0
Medicine	7	0	0	0	0	7	2	5	0
Applied medical Sciences	0	0	0	0	0	0	0	0	0
Dentistry	10	2	0	0	2	12	11	1	0
Pharmacy	4	3	0	5	8	12	12	0	0
Nursing	8	15	2	0	17	25	23	2	0
Science & Arts	7	9	0	3	12	319	17	0	2
Agriculture	3	0	0	0	0	03	3	0	0
Vet. Medicine	0	0	0	0	0	0	0	0	0
Total	44	32	2	8	42	86	76	8	2

Students

JUST has a total of 12995 students. There are 12321 undergraduate students and 674 graduate students. Of the total number of students, 60% are male, 40% female. 87% of students are Jordanian, 13% non-Jordanian.

The student body grew rapidly over the last fifteen years. The number of undergraduate students grew from 2625 in 1987/88 to 12321 in 2001/2002. During the same period, the number of graduate students increased from 131 to 674. In 2000/2001, 1677 students graduated with Bachelor degrees, 105 graduated with post-graduate degrees. By this year, the cumulative number of the former group of graduates was 10993, the latter 932. The ratio of students to academic staff averaged 1:19.

The university attracts students from all regions of Jordan. Students come from a broad spectrum of lower middle to upper middle socio-economic strata. This is because 60-70% of students are admitted on a competitive basis. Here, what matters most are grades obtained in the Tawjihi exams. In this group of students, the university attracts the best and the brightest. The same could be asserted for those admitted to the post-graduate studies. JUST is one of the top Jordanian universities; it is more difficult to be admitted as compared to other universities. Some 30% of students admitted come from special groups such as disadvantaged areas etc. But even these students have to compete among themselves for the available places.

The university launched in 1996 The Parallel Program. This program is addressed to non-Jordanian, Arab and foreign students to enroll in the same academic programs offered by the university. Tuition fees are two to five times what it is charged to regularly admitted students. The program also addresses Jordanian students who have been excluded from admission through the national system of admissions. These include Jordanian expatriate students. The program proved to be a success. Enrollment rose from 300 students in 1996 to more than 4000 students in 2000/2001. Among current students are about 1500 foreign students from 41 nationalities. The Parallel Program generates important revenues to the university with positive effects on its finances.

Academic Staff

In the 2001/2002 academic year, JUST has an academic staff of 576. Table 2 shows the distribution of academic staff across the ten faculties of the university by rank, gender and nationality. The largest number of academic staff are in the faculties of Engineering, Medicine and Science & Arts. Of the total number, 86% hold a Ph.D. Jordanian academic staff constitutes 91% of the total. 8% have Arab nationalities. Females constitute 15% of all academic staff. 51% of them hold a Ph.D. They work mostly in the faculties of Dentistry, Pharmacy, Nursing and Science & Arts.

Of the total academic staff of 576, 54% hold their degrees from U.S. and Canadian Universities. 27% hold their degree from universities in the U.K. Germany and France. About 65% of the female academic staff obtained their degrees from the U.S, U.K and Canada.

With the size and rapid growth of the graduate programs in a wide range of faculties, the staff has academic experience. Its load of research and supervision of research is higher than other universities. As almost all faculties are in professional fields (engineering, medicine, pharmacy etc.), the academic staff has high practical technical experience. However, current

involvement with the private sector is moderate to strong in some faculties such as pharmacy (with the Jordanian pharmaceutical industry) and limited in other faculties.

The use of part-time adjunct faculty with experience in the private sector is very limited.

Programs

It was established earlier that the ten faculties offer 123 degree programs; so, there is a wide variation in the number of required credit hours, expected duration to graduate and the cost per credit hours for each program. However, an example will be presented for students seeking a Bachelor degree. A student enrolling in the Faculty of Engineering, in Civil or Electric Engineering will have to take 159 credit hour over 4.5-7 years. The cost per credit hour in the Faculty of Engineering range from JD 15 to JD 30. For students in the Parallel Program, it varies from JD 40 to JD 75.

Alliances and Partnerships

JUST is the only university of the seven that were assessed which has an operational alliance/partnership with a U.S university involving the offering of an American style M.B.A program.

New York Institute of Technology (NYIT) is affiliated with JUST through an academic agreement. This agreement was endorsed by the Ministry of Higher Education. It is accredited in the U.S. by the Middle States Association, and by the Regents of the State of New York. It has a current enrollment of about 11000 students in different campuses in New York City, Long Island and overseas programs in Canada, Europe, China and the Middle East. Students who enroll in Jordan are registered on the university's records in New York. They obtain NYIT student ID cards and have access to its on-line library services.

In Jordan, NYIT offers Master and Bachelor programs in Business Administration. A general M.B.A. Program is offered in Amman and Irbid. It requires the student to complete 42 credit hours. If the student seeks an M.B.A. with concentration in Finance, Marketing, Accounting or MIS, then 48 credit hours is required. NYIT also offers in Jordan a Master's degree program in Computer Science. Several Bachelor programs in Business, Computer Science (Engineering) and Communications Arts are offered.

Courses are taught by adjunct local instructors with practical experience. They teach NYIT based curriculum and textbooks, complemented by locally available materials.

As part of the agreement /protocol signed with JUST, NYIT provides a 50% scholarship to every student accepted to its undergraduate or graduate programs in Jordan.

JUST has an academic agreement with The University of Michigan (UM) similar to the one it has with NYIT, but concentrated mostly in the field Information Technology. The University of Michigan uses the facilities and premises of JUST to implement its program.

While the above model of US- Jordan University alliance/ partnership is not the same as the one envisioned in the AMIR Program, the legal aspect of the model offers insight into one approach to establishing a Jordan-US university Business School Partnership.

Finances

JUST has three major sources of income: tuition fees of regular students, tuition fees of students in the Parallel Program and governmental funds.

The regular students' tuition fees is heavily subsidized by up to 70%. The source of subsidy is the Parallel Program and government funds. The university aims to expand the Parallel Program in order to enhance its financial stability. The university prepares its annual budget and has to get approval of the HEC. Once approval is obtained, the University President has full expenditure authority.

Future plans

JUST has started last fall to take preliminary steps towards the establishment of a faculty of Business Administration with a graduate and undergraduate programs. It also started cooperation with NYIT. This reveals the future plans of JUST to establish and develop its capabilities in business education and to cooperate with a US partner university in this endeavor. The university top administration, in adhering to the mission of JUST indicated in its law, plans to continue the strengthening of its graduate programs.

The Prospect and Interest in a Graduate Business School

Professor Sa'ad Hijazi, JUST President and Professor Mutaz Sheikh Salem, the President's Advisor and Dean of the Faculty of Pharmacy, confirmed their serious interest in establishing a Graduate Business School (GBS). The preliminary steps taken to establish a Business School was indicated earlier.

They assert that it is possible to establish a GBS as a largely independent entity (in affiliation with JUST) and that it is possible for this entity to have its own internal organization and structure, vastly different and independent of the traditional university organization and structure. This can be done through the academic agreement between JUST and a US Partner Business School. JUST already has an academic agreement, endorsed by the Ministry of Higher Education and the HEC, with NYIT and The University of Michigan.

The university is ready to make substantial investment. Most of this investment might be in the form of space, premises, infrastructure and administrative services. But detailed terms of agreement can be discussed at a further stage. JUST has accreditation to offer 123 academic programs. Of these, 74 (60%) programs are at the graduate level. This shows the large experience that the university has in launching, approving and developing graduate programs in advanced and complex professional fields (Medicine, Engineering, etc.).

The top administration of JUST not only have relevant experience, but also are well positioned to represent their interest at the licensing/accreditation authorities. Professor Hijazi is a current member of the HEC and Professor Sheikh Salem is a member of the Accreditation Council.

Finally, positing a point often made by public university administrations, they argue that JUST, a public university with the reputation and prestige of a top university, will not compromise the quality of its program, just to make more profit. This is a point made to insinuate that private universities might.

2. Mu'tah University

A Royal Decree established Mu'tah University (MU) in 1981 as a military institution of higher education. In 1985, "The University of Mu'tah Law No. 26 for 1985" was passed by which Mu'tah University became a national university for civilian and military higher education. It was based in Mu'tah, a historical site near Karak, 135 kms south of Amman. The law laid down the legal and organizational basis for the university similar to other public universities. In 1986, the HEC authorized MU to establish a Civilian Wing in order to admit students who seek to follow a regular academic program.

Student following a military academic program have these own campus, adjacent to the Civilian Wing. Students from both wings enjoy the same university faculty, administration and other services.

The Civilian Wing of Mu'tah University comprises of ten faculties, which includes 33 departments. MU has a total academic staff of 442 Professors, Associate Professors, Assistant Professors and Lectures.(Table1) . The Faculties with the largest number of academic staff are those of Arts. Science, Engineering and Economics & Administrative Sciences.

In the 2001/2002 academic years, MU has 16163 students. Of these, 15585 are undergraduate students, 574 are graduate students. Of the undergraduates, 55% are female students; 6% are non-Jordanian. Of the graduates, 20% are female students, 4% are non-Jordanian.

Although non- Jordanian students are less than 1000, they come from thirteen Arab countries and nine Middle Eastern and Asian countries. The university offers a Day program, an Evening Program and a Parallel Program. The number of student grew rapidly over the last fourteen-year. Students graduating from MU's various programs increased from 52 in 1987/88 to 2684 in 2000/2001.

Table 1
Mu'tah University
Faculties, number of Departments and Academic Staff

Faculties	Departments	Academic Staff
1- Arts	6	106
2- Science	5	86
3- Engineering	5	69
4- Economics & Admin. Sciences	4	66
5- Education	4	38
6- Islamic Jurisprudence	2	21
7- Law	2	21
8- Physical Education	2	18
9- Agriculture	2	17
10- Nursing	1	2
Total	33	442

The university has done the necessary preparations and obtained the required approvals to start a Faculty of Medicine. It accepted 27 students in the current academic year.

Faculty of Economics and Administrative Sciences:

The Faculty of Economics and Administrative Sciences (FEAS) was established in 1991. It offers bachelor degrees in seven specializations through four departments. Table 2 shows that the FEAS has departments in Business Administration, Accounting & Marketing, Public Administration, Economics and Finance & Banking and Political Science. The Marketing and Finance & Banking specialization started in 1999/2000. Master's degree programs were started in 2000/2001 in Economics and Public Administration. An M.B.A. program is in the process of being launched.

Students

The FEAS has 2403 students in the current academic year 2001-2002. Female students constitute 55%, the same as in the university. The percentage of female students drops to 15% in graduate program. The most popular specialization among students are: Business Administration, Accounting and Public Administration. Of the total number of students, 39 pursue Master's degree in Business Administration, Public Administration or Economics. Approximately 50% of the student body come from the southern part of Jordan: Karak, Ma'an, Tafileh and Aqaba. Reflecting socio-economic conditions in southern Jordan, most students come from lower middle class strata. Most students are 18-22 of age. Undergraduate students have negligible practical experience. Graduate students have some work experience. But as the southern part of Jordan is economically less developed than the rest of the country, business experience is not readily available. 85% of students enrolled were admitted on a competitive basis.

A student candidate has to score 87% or higher in Tawjihi to be accepted to the Business Administration or Accountancy specializations. It must be clarified that Jordan follows a national system of admissions to public universities (for bachelor degree programs).

The system is similar to that used in the U.K. so each of the public universities does not have full freedom in deciding which students will be admitted. MU has a good reputation among its main constituency, students in southern Jordan. But, it also has students form all parts of Jordan plus a number of Arab and international students. Nevertheless, at the national level, MU has a moderate reputation academically, and an image of a provincial university in a somewhat remote location.

Academic Staff

The FEAS has 68 academic staff members; only 2 of the total are part-time. Table 2 shows the distribution of the 66 full-time academic staff over the four departments of FEAS. About 70% of the teaching staff are in the Departments of Business Administration, Accountancy & Marketing and Public Administration. Of the full-time academic staff, 77% hold a Ph.D. of this group, 63% have a Ph.D. degree from a U.S. or U.K. university. Of total academic staff, 14% are non-Jordanian. It is not easy to attract academic staff to MU because the location of the university near Karak is considered to be remote and isolated. The Dean of FEAS indicated that they are advertising for some positions in Arab media in an attempt to attract needed teaching staff form Arab countries.

The official teaching load of the academic staff is 9 credit hours for Professors, 12 credit hours for Assistant and Associate Professors and 15 credit hours for Lecturers. In fact, the

Dean indicated that 80% of the academic staff has an average load of 15 credit hours. The average size of classes 40-70 students. The range of number of students come down to 40-50 in more advanced courses. The academic staff does not have a heavy research load. It is indicated in one of the university publications that in 2000/2001, the FEAS faculty did 32 research studies. This is an average of about one study per two academic staff members. But, academic rank, the faculty members are more active in giving training courses in cooperation with MU Center for Southern Region Studies and Continuing Education. Many of these courses aim to enhance the skills of governmental employees in the southern region of Jordan. The FEAS, through the faculty, also hosts foreign and Jordanian lecturers, local companies and the Amman Stock Exchange to give lectures in the various topics of specializations taught in the FEAS.

Table 2
Mu'tah University
Faculty of Economics and Administrative Sciences
Departments and Academic Staff

Departments	Academic Staff	Ph.D.	Ph.D. US &UK	Non – Jordanian
1- Business Administration, Accountancy & Marketing	24	17	8	4
2- Public Administration	23	16	8	3
3-Economics , Finances & Banking	11	10	10	2
4- Political Science	8	8	6	0
Total	66	51	32	9
		77%	63%	14%

There is no faculty development program in place. The Dean indicates that a teaching development program for the academic staff will be started noon. The level of practical experience of most academic staff is negligible. There are no tight restrictions on academic staff to teach outside the university. But the current teaching loads and remote location of MU from other universities reduces the possibility of teaching elsewhere. There is no use of part-time adjunct faculty with experience in the private sector.

Programs

The FEAS offers Bachelor degree programs in Business Administration, Public Administration, Accounting, Marketing, Finance & Banking, Economics and Political Science. It offers Master degree programs in Business Administration, Public Administration and Economics. A student applying for an undergraduate program must score higher than 65% in Tawjihi to be considered on a competitive basis for admittance.

Tuition fees are JD 20 per credit hour for Jordanian students and USD 60 per-credit hours for non- Jordanians. Tuition fees for students enrolled in the Parallel Program is JD 30 for Jordanians and USD 60 per credit hour for non-Jordanians. Tuition fees for students enrolled in the Parallel Program is JD 30 for Jordanians and USD 75 for non-Jordanians. The tuition fees for those enrolled in the recently established M.B.A. Program is JD 100 for Jordanians and USD 285 for non-Jordanian students.

A student enrolled in the Bachelor's program has to complete 133 credit hours over four years. The average academic load/semester is 12-18 credit hours. Of the total number of courses, 27 credit hours are elective courses at the university, faculty and department levels. The M.B.A. program is comprised of 45 credit hours to be completed in 2-3 years. Of the 45 credit hours, 33 are required while 12 credit hours are electives to be taken in one of five fields of specializations: Marketing, Finance, Operations Management, International Business and Accounting.

The curriculum is drawn from American, Arab and Jordanian universities. It is recognized that the academic staff needs to modernize their teaching methods through the use of computers and English. Non-degree courses are taught by faculty members through the Center for Southern Region Studies and Continuing Education.

Alliances and Partnerships

MU has 2 plus 2 agreement with The Northern Consortium, a consortium of British universities which includes, for example, Manchester University. The 2 Plus 2 program is offered in some fields of business or Engineering, whereby a student in Bachelor program spends two year in Jordan and two years in the U.K. to complete the program.

The FEAS does not have an alliance/partnership with the private sector, through there are some contacts. It does not have an alliance/ partnership with a US Business School. Within Jordan, the FEAS has a cooperative relationship with the Jordan- US Business Partnership (JUSBP) in placing students in internships with Jordanian companies and in participating in some JUSBP activities.

Finance

MU obtains its revenues form tuition fees of regular students, non-Jordanian students, students enrolled in the Parallel Program and governmental funds. The FEAS's Dean estimates that student fees cover less than 50% of the costs. Thus, student fees are heavily subsidized by revenues form the Parallel Program and international students. But the number of students in these two groups are not sufficient to make a great impact. It is indicated that most potential students from the southern region in Jordan for the Parallel Program have low propensity to spend on education.

Future Plans

Professor Abdul-Fattah of the FEAS, indicated that plans for the near future include the introduction of a new specialization in Management Information Systems (MIS). The FEAS plans to send members of the academic staff on scholarship programs to obtain advance degree in various business administration fields. The aim of this plan is to strengthen the faculty of the graduate program in Business Administration.

The Prospect and Interest in a Graduate Business School (GBS)

Professor Eid al Dhayatt, President of Mu'tah University (MU) was unequivocal in the presence of the Dean of the Faculty of Economics and Administrative Sciences and

Administrative Sciences and two other senior assistants.² While he agrees fully that there is a need for a top GBS, he argues strongly that such a GBS must be a brand new, independent entity to be established in Amman. Various universities can participate in it. He asserts that establishing a new university is a political decision. He recognizes that MU has a location problem for the type of GBS which is being discussed. But his response goes beyond the question of location. He is skeptical of the ability of traditional type universities to be a visible partner with a US Business School in the creation of an entity vastly different and independent from their current organization and structure.

Professor al-Dhayyat asserts that while MU is a public university which obtained license and accreditations for graduate programs including an M. B.A. program, he believes that a completely new entity would be better on the long run. His suggestion raises the legal question whether any new university can be established beyond the authority of the HEC, Ministry of Higher Education and Scientific Research and the currently operational laws on higher education

3. Al al-Bayt University

Al al-Bayt University (ABU) was established by a Royal Decree in 1992. A Royal Letter, issued with the Royal Decree, reflected the mission of the university in the following statement:

“The University is to meet an urgent need for a new kind of university, one that combines the requirements of scientific methodology in teaching and research, on the one hand, and the requirements of belief and clarity of vision on the other, thus, creating harmony between the rounded personality of the Muslim and his new environment. The University is also intended to uphold the principles of freedom, justice, tolerance, respect for other people’s beliefs and faiths and co-existence”

The first academic year was 1994/1995. In 1997, the Al al-Bayt University Law was issued and ratified thus acknowledging the ABU as a public university of higher education. In 1999, it graduated its first class.

ABU is a relatively young university. It is established on the edge of the desert in the north of Jordan, near the small city of Mafrq. Its campus now is like an oasis in the desert. It started as a public university with emphasis on Islamic studies in addition to the standard Jordanian University curriculum. But the appointment of a new president and new Board of Trustees last summer indicate a move to make it more similar to other public universities, but with a strong Islamic studies (law, architecture) faculty. The university’s most recent additions were the Faculty of Information Technology and Faculty of Nursing.

ABU has five faculties and three institutes. Table 1 provides a list of the faculties and institutes and the number of undergraduate and graduate students in each of them. The largest faculty is Arts and Sciences which accounts for 54% of all students. This is followed by the Faculty of Economics and Administrative Sciences which accounts for 19% of students. These two faculties in addition to the Faculty of Islamic Jurisprudence and Law account for 89% of students.

² Dr. Abdul Fattah al-Rashdan, Dean, Faculty of Economics and Administrative Sciences

ABU has 8623 undergraduate students. 60% of these are female students; 5% are non-Jordanian students. There are 585 graduate students. 20% of these are female students; 18% are non-Jordanian. ABU has 185 academic staff; 170 are full-time and 15 are part-time.

Table 1
Al al-Bayt University
Faculties, Institutes and Students Academic Year 2001/2002

Faculties and Institutes	Number of Students		
	Under-graduates	Graduates	Total
1- Faculty of Arts and Sciences	4795	195	4990
2- Faculty of Economics and Admin. Sciences	1602	118	1720
3- Faculty of Islamic Jurisprudence and Law	1288	214	1502
4- Faculty of Information Technology	518	32	550
5- Faculty of Nursing	92	0	92
6- Institute of the Earth, Environment and Space Sciences	135	17	152
7-Bayt al Hikma Institute	131	9	140
8-Institute of Islamic Art and Architecture	62	0	62
Total	8623	585	9208

The Faculty of Economics and Administrative Sciences

The Faculty of Economics and Administrative Sciences (FEAS) was established in 1994.

Students

FEAS has a total of 1720 students. The number of undergraduate students, enrolled in the second semester of 2001/2002, is 1602. 55% of these are female students. 94% of undergraduates are Jordanian; 6% are non-Jordanian. There are 118 graduate students. Female graduate students constitute less than 10%. 72% of graduate students are Jordanian, 28% are non-Jordanian. The socio-economic profile of FEAS students is similar to those in Mu'tah University in the south of Jordan. They come from middle to lower middle socio-economic strata. The college attracts students with Tawjihi scores between 70%-80% . However, admittance to FEAS is less difficult than Yarmouk University and the Jordan University for Science and Technology. Professor M, Marwan Samman, Dean of FEAS estimates that approximately 65% of students are accepted on competitive basis.

This means that about a third of the students might be admitted at less than the above mentioned scores of 70%-80% range. Most of the undergraduate students are 18-22 year old. They have negligible practical experience. Graduate students who pursue programs in Accounting, Finance & Banking and Business Administration tend to have higher academic achievement and have more practical experience.

The reputation of FEAS is not as good as the business school of Yarmouk University (also in the North of Jordan). But students prefer ABU as a public university over many private universities because it has more prestige and the tuition fees are less.

Faculty

FEAS has an academic staff of 28. Of these 23 are full-time and 5 are part-time. All of the full-time faculty members and four of the part-time hold a Ph.D. 54% of the academic staff hold a Ph.D. from a US or UK university.

It is noted that the students to faculty ration is relatively high. ABU has a student to faculty ration of 50:1 as compared, for example, with 19:1 of JUST (the Jordan University for Science and Technology). FEAS has an even higher student to faculty ratio (61:1) than ABU's average, though size in classes tend to get smaller in specialization courses. The high students to faculty ratio means that the teaching load per faculty member is higher than the official standards of 12 credit hours for Assistant and Associate professors and 9 credit hours for Full Professors. It is possible that not enough faculty are attracted to ABU because its location is perceived as remote and somewhat isolated.

The teaching load overwhelms the research work, unless it is required for promotion in academic rank. There is no faculty development program in place. Both the teaching load and location precludes a high possibility of outside work or activities by faculty members. The level of business experience of faculty members is very limited. Part time adjunct faculty is used; but they have more academic than business experience.

Programs

With 1720 students, FEAS is the second largest faculty in ABU. It offers a Bachelor's degree to 1602 undergraduates in Business Administration, Business Administration and Finance and Banking. FEAS offers a Master's program in Economics, Accounting, Public Administration, Business Administration and Finance and Banking. The same academic works with graduate and undergraduate students.

A Bachelor's degree program requires the completion of 129 credit hours (43 courses). The average academic load for an undergraduate in FEAS is 15 credit hours; it can range from 9-18 credit hours. Of the 129 credit hours required for graduation, 18 credit hours are elective.

Tuition fees for a Bachelor's degree are JD 10 for Jordanians and USD 75 for non-Jordanians. For a Master's degree, they are JD 60 for Jordanians USD 150 for non-Jordanians. Students enrolled through The Parallel Program in any specialization, in a Bachelor's degree program, pay tuition fees of JD 45 per credit hour.

ABU'S Center for Consultation, Technical and Community Services offer non-degree training courses to mostly governmental employees in the Mafrq Government .

There are current efforts to update the curriculum. Teaching methods are traditional.

Alliances and Partnerships

Currently, ABU has low-key relations at the international level and the beginnings of cooperation in specific areas with the Jordanian public and private sectors.

There is an agreement with the World Bank TO establish a Water Quality lab and a Bio-Chemistry lab. Within Jordan, there are cooperation efforts with the Ministry of Agriculture

and Ministry of Water. ABU is developing into university with special interest in studies on the desert; thus the subject of water and agriculture. The relevant Ministries are trying to use ABU to increase their capability in understanding and dealing with arid and desert environment. After all, this type of environment constitute about 85% -90% of Jordan.

ABU is developing slowly its relationship with the local business community. They are offering training and studies through the ABU's Center for Consultation. The Mafraq area has many military and governmental retirees. They are attempting to re-train them through a program of continuing education.

Finances

ABU's main sources of income are student fees, governmental funds, rents (on campus housing), the Parallel Program, the Center for Consultation, Technical and Community Services, food services and agriculture.

ABU's regular tuition fees is one of the lowest among public universities. The Parallel Program is not large because of location and the fact that ABU has only one professional faculty (FEAS), the faculty of Nursing has just started. Interestingly, agricultural income comes from the selling of olive oil trees as part of giving the large campus a green cover. The current President of ABU, Professor Salman al -Bdour confirmed that within the next few years, revenues from olive oil will become a major source of income for the university.

Student fees have to be increased to national public university averages in order to improve the financial conditions of the university. They need to recruit additional faculty and to pay competitive salaries (as compared to other public universities). The current President is hesitant to take such a step at this point. He points to the generally weak family income levels in the university's region of Jordan and to the generally depressed economic conditions.

Future Plans

The university wants, in the near future, to consolidate the two faculties that were launched recently: Information Technology and Nursing. On the long term, the strategy seems to be one of steering the university from focusing on Islamic studies to the regular Jordanian public university mix of Arts and Sciences with some professional schools.

The Prospect and Interest in a Graduate Business School (GBS)

Professor Salman al-Bdour, President of Al al-Bayt University, and Professor Mohammed Marwan Samman both agree strongly to the need for a top rated GBS, strong enough to attract the best and brightest from Jordan and from Arab countries in the region. Professor al-Bdour, who took over the ABU President position eight months ago, came from the University of Jordan³ He is aware of previous efforts by the University of Jordan and other earlier attempts to establish a high ranking GBS, and the general failure of these attempts. Thus, he understands and agrees to the need, in a new GBS, to be established as a largely independent entity; and for this entity to have an organization and structure vastly different and independent from traditional university organization and structure. He also believes that

³ Professor S. AL-Bdour was serving as Vice President for Administrative Affairs and earlier as Dean of Student Affairs at the University of Jordan

such a new entity must align itself with the business sector and a US Partner Business School in order to succeed.

However, the ABU President recognizes that the university's location, on the edge of the Jordanian desert in the north east of Jordan near Mafrq, would not be attractive to the caliber of faculty and students that are sought for this school. He immediately indicated that the university is seeking to obtain a 200 dunum⁴ piece of land in the Greater Amman area. He suggested that a new GBS would be established there.

But location, while very important, is not the only concern. While Professor Bdour reflects the confidence and urbanity of a Professor of Philosophy, the AUB itself reflects an atmosphere of a traditional provincial university with more emphasis on Islamic Civilization and Jurisprudence, and sciences and arts than on professional schools. 40% of graduate students (Master's degree) are in the Faculty of Islamic Jurisprudence, 30% in the Faculty of Arts and Sciences. The provincial atmosphere is also reflected in an apparently low-key Faculty of Economics and Administrative Sciences. It is clear that ABU new President is steering it to more modern fields, such as the expansion to an IT school. But it will take some time to change the organizational culture. The potential for ABU to project, in Amman, an organizational structure unlike the one it has in Mafrq is not high in the immediate future.

4. Al-Balqa' Applied University

Al-Balqa' Applied University (BAU) was established by a Royal Decree in 1996. Its law, "Al-Balqa' Applied University Law No.13" was issued and ratified in 1997. BAU was officially launched under the patronage of H.M.King Hussein on May 27,1998.

BAU was established to strengthen the governmental Technical and Community Colleges and to enable students in these colleges to pursue their studies toward a Bachelor's Degree and further into graduate studies. BAU was expected to be an umbrella for over 16 colleges and to integrate those colleges, and newly established colleges at the center of BAU in Salt, into a coherent system of higher education. BAU is expected to raise the level of training and technology know-how of the of the thousands of students who enroll in technical colleges all over the country. Jordan's industry, tourism, IT sector and other services need highly trained technicians, as well as supervisors and managers. Sixteen community, technical and university colleges were attached to BAU upon its establishment. The following list shows that BAU is the only Jordanian university which has colleges in cities and towns all over Jordan:

- 1- Amman Engineering College
- 2- Princess Rahmeh University College
- 3- Tafilah Applied University College
- 4- Al-Salt College
- 5- Amman College
- 6- Princess Alia College (Amman)
- 7- Islamic Studies College
- 8- The Jordan Royal Geographic Center College.
- 9- Zarka Public College
- 10- Ajloun College
- 11- Irbid College

⁴ 1 dunum equals 1000 sq. meters.

- 12- Al-Da'wa College
- 13- AL-Houson College for Engineering Professions
- 14- Al-Karak College
- 15- Al-Shoubak College
- 16- Ma'an College

The first academic year for BAU was 1997/1998. Over the last five years, BAU established a central campus in Salt, about 40 kms. to the west of Amman Six faculties were launched :

- 1- Faculty of Applied Sciences
- 2- Faculty of Engineering
- 3- Faculty of Agricultural Technology
- 4- Faculty of Planning and Management
- 5- Faculty of Education and Social Sciences
- 6- Faculty of Graduate Studies and Scientific Research

In the academic year 2001/2002, ABU has 6721 students. Female students constitute 53% of the student body. Non-Jordanian students account for less than 5% of all students.

Professor Anis Khassawneh, Dean of the Faculty of Planning and Management estimates that BAU's academic staff amounts to 450-600. The university's center in Salt has 200 faculty members. He estimates that 80% -85% of academic staff hold a Ph.D.; 80% of these hold a Ph.D. from US, Canada, Australia and European universities. Specific data on university wide academic staff is not readily available.

Faculty of Planning and Management

The Faculty of Planning and Management (FPM) were established in 1997. In the current academic year 2001/2002, it has total 956 students. Of this undergraduates are female students. Non-Jordanian Student constitutes less than 5%. There are 30 graduate students pursuing a Master's program in Planning.

The socio- economic characteristics of students attracted to BAU are similar to those of Mu'tah University and Al al-Bayt University. They come from middle to lower middle socio-economic strata. However, BAU is different from others in the fact that it was created to provide students of BAU's associated Community and Technical Colleges and new students the opportunity to enroll in a Bachelor's and Master's programs.

Students have to pass general examinations at the end of the two-year program at Community or Technical Colleges in order to apply for continuing their studies at BAU.

The FPM does not have a reputation for attracting the best and brightest students at the national level. It needs to develop its programs, faculty, curriculum and teaching methods before a reputation is firmly established.

The FPM has 28 academic staff members; 23 are full-time and 5 are part-time. Of the full – time faculty 52% (12) hold a Ph.D. Of these, 83% (10) hold a Ph.D. from US, European and Australian universities. The students to faculty ratio is 34:1. Professor Khassawneh indicated that there are 12 academic staff members who were sent on scholarships abroad to pursue post-graduate degree programs.

Table 1 shows the departments of the FPM and the Bachelor's and Master's programs it offers. The FPM has three departments: Special Planning, Economics and Finance & Banking and Administrative Sciences. The FPM offers a Bachelor's program in Special Planning, Economics, Finance & Banking and Libraries & Information Management. It offers a Master's program in Planning. It claims to be the only university in Jordan to offer this specialization.

The above review of FPM program indicates that the university does not have a Business Administration program in the usual model or curriculum either at the undergraduate or graduate levels.

A student enrolled in a Bachelor's degree program has to complete 138 credit hours. Of these, 6-12 credit hours are elective.

Table 1
Al – Balqa' Applied University
Faculty of Planing and Management

Departments	Bachelor Programs	Master Program
Spacial Planning	Spacial Planning	Planning
Economic and Finance & Banking	Economics Finance and Banking	
Administrative Sciences	Libraries and Information Management	

Alliances and Partnerships

The University of Huddersfield (U.K) has an affiliation agreement with BAU to offer two Master's programs in Jordan.

One program offers a MSc Marketing degree and the other offers a MA Education degree. Faculty members of the University of Huddersfield (U.K.) come to the Princess Alia College in Amman to teach required courses. The degrees offered are the same offered to the University's regular students in the U.K.

A second agreement enables Maastricht Management Institute (Holland) to offer on M.B.A in Civil Aviation Management at the Queen Nour Aviation Technical College in Amman. The BAU does not have currently an alliance or partnership with a US Business School.

Finances and Future Plans

The Dean of the FPM was equivocal concerning the finances of the university. The reason might be that he does not have sufficient information, and other university staff were not available to provide insight about the financial aspects of the university. In spite of a show of interest in the project of establishing a Graduate Business School, discussion of the FPM future plans, does not indicate clearly their priorities and strategies. The site of the central campus in Salt and Princess Alia College in Amman show a lot of building activity. But the direction and focus of the university and the FPM are unclear.

The Prospect and Interest in a Graduate Business School (GBS)

Professor Anis Khassawneh, Dean of Faculty of Planning and Management of Al-Balqa' Applied University (BAU) confirmed the interest of his university in starting a graduate business program. He did not see any problem with having a close alignment with the business sector. The university emphasizes practical training in its technical college. Part of its mission is to align the skill of its graduates to the needs of Jordanian industry and other economic sectors. He also envisions alignment with a US Partner Business School. However, he was equivocal on the need for such an entity to be largely independent and to have its own organization and structure, separate and independent from the rest of the university. BAU presents a number of points that it considers to be in its favor. The center of BAU is located in Salt, a location that is very close to Amman. It is asserted that this gives it an advantage over universities located in the north and south of the country. In fact, as a university that has colleges all over the country, including Amman, it can establish the GBS in Amman.

BAU considers that fact that it is an "Applied University" emphasizes the importance it places on linking the technical and professional programs and colleges with the work environment. As its colleges are in almost every city in Jordan, this linking can be carried out in the different work environments. The university considers its status as a public university to be an advantage over any private university. Although it is only five years since it was established, the university was accredited to offer several graduate programs. Finally, BAU is the only university that has two representatives in the HED: HRH Prince Ghazi bin Mohammad, Chairman of BAU Board of Trustees, and Professor Abdul Halim Wereikat, BAU President. They can also count Dr. Khaled Toukan, current Minister of Education, ex-President of BAU as a close supporter.

Balancing the above points are several concerns. BAU is a new university that will have its first graduating class this year. It is composed of a disparate group of 17 colleges spread all over the country. There is a strong feeling that its real agenda for the near future is to coalesce the colleges into a coherent system and to develop a strong center. It is not clear what the priorities are in terms of new projects. The university has no obvious strengths whether in the students, the faculties, the academic staff or the infrastructure. As a new administration, there is a lack of cumulative experience. The University has the image of an umbrella organization for Technical Schools. Faced with the immediate challenge of amalgamating sixteen disparate colleges, creating a national university system and creating a core organization, the establishment of a GBS with the required parameters seems fraught with difficulties.

5. Philadelphia University

Philadelphia University (PU) was established in 1989. It is a fully accredited private university. It is named after the ancient Roman name of Amman, Jordan's modern capital. Dr. Adnan Badran, its current president, is one of the most prominent university presidents in Jordan, and until recently a senior official at UNESCO headquarters in Paris. The university is located on the green hills at mid distance between Amman and Jerash. The university has about 5000 students enrolled in seven faculties: Engineering, Science, Administrative and Financial Sciences, Law, Arts, Information Technology and Pharmacy. These faculties offer a bachelor degree (B.A. or B.Sc.). PU does not have a graduate program offering master or doctorate degrees in any of its seven faculties. PU has an academic staff of 212 in the seven colleges /faculties. Of total university faculty, 90% (191) are full-time; the remaining 10%

(21) are part-time. In the university as a whole, female students constitute about one third of all students. While the university has foreign students from about 28 nationalities, they constitute less than 5% of the total student body.

The Faculty of Administrative and Financial Sciences (FAFS) Students

The FAFS was the first school to commence operations in PU in 1990. It has grown rapidly to become the largest faculty in terms of numbers of enrolled students and faculty members. With 2684 students enrolled in the 2001- 2002 academic year, the FAFS accounts for over half of the student body. Reflecting university-wide averages, female students constitute about 33% of the FAFS students. Non-Jordanians in this school are less than 5%.

Given the location of PU, it attracts students from Amman, Jerash, Irbid, Salt and the Jordan Valley. Generally, Jordanian students in this university come from middle to lower middle socio economic strata. Jordanian students who are children of expatriate families (residing mostly in Saudi Arabia and Gulf states) come from higher income families.

The school's admission requirements are average in the degree of difficulty to be admitted in when compared to other private universities. PU, like other private universities, is not subject to "Special Lists" and quotas to certain groups as is the case with public universities. Thus, 100% of students are accepted on competitive basis. However, it is generally tougher to get into a public university. If a student has higher Tawjihi grades (General Secondary School Examinations), they will try to enter a public university because it costs much less, and in many cases because of higher prestige.

As almost all students are in the 18-22 age range, they have negligible work experience. This condition is slightly better among students enrolled in the evening programs. About half of those have some work experience. The FAFS and PU are perceived among students as on of the top three of Jordan's 12 private universities. It has a reputation as growing university with experienced administration.

Programs

The 2684 students in the FAFS pursue a comprehensive undergraduate business program and can specialize in on of eight specializations. Table 1 shows the number of students in each specialty. The most popular departments are Accounting and Management Information Systems (MIS). Interestingly, about 250 students are pursuing specialization in Hospital Management or Hotel and Tourism Management, two specializations not frequently offered in public universities.

Table 1
Philadelphia University
Faculty of Administrative and Financial Sciences
Academic Year 2001 –2002, Second Semester

Department	Number of Students
1- Accounting	924
2-Management Information Systems (MIS)	861
3- Business Administration	252
4- Banking and Finance	231
5- Hotel and Tourism Management	205
6-Marketing	123
7-Hospital Management	51
8-Library and Information Management	37
Total	2684

In adherence to standards set by the Higher Education Council, a student preparing for a bachelor degree has to enroll in 132 credit hours. This entails enrollment in 44 courses. Forty of the four courses are required by the university, the FAFS and the department specialization. The student can take only four courses in electives (Table 2). The current tuition fees for the FAFS is JD 50 per credit hour. 10-20% of tuition fees are offered as scholarship to applicants with high grades, athletic or artistic talent and to brothers and sisters of current students.

Table 2
Number of Required Verses Elective Credit Hours in
The Faculty of Administrative and Financial Services (FAFS)

	Credit Hours		Total
	Required	Elective	
University	21	6	27
Faculty	21	0	21
Department	78	6	84
Total	120	12	132

The Dean of the FAFS, Professor Ahmad Qatanani asserted that his faculty is emphasizing English language and computer skills for all students. The school is starting to teach several courses in English. The university is investing in making available more computers, programs and trainers. This was reflected in the relatively large enrollment in MIS in the FAFS in addition to a large Faculty of Information technology within the university.

The FAFS offers a number of non-degree courses through the Academic Consultation Center.

Faculty

The academic staff of the FAFS amounts to 70 faculty members; 65 are full-time and 5 are part-time. Table 3 shows how the 65 full-time faculties are distributed among seven departments of the FAFS. About 75% of full-time faculty is in Accounting, Business

Administration and Banking and Finance. It also shows that 85% of the faculty holds a Ph.D. Of these Ph.D. holders (55 full-time faculty members), 9% (5) hold a Ph.D. from a US university. Ten faculty members hold a Masters degree. Of those, 30% (3) hold a Master's degree from a US university.

Most faculty members have 5-10 years academic experience.

Table 3
Philadelphia University
Faculty of Administrative and Financial Sciences *

Departments		Total Number of Faculty	Degree		Degree from USA	
			Ph.D.	Master	Ph.D.	Master
1	Business Administration	12	11	1	2	1
2	Accounting	21	19	2	0	1
3	Banking and Finance	12	11	1	3	0
4	Management Information Systems	8	4	4	0	1
5	Marketing and Hospital Administration	6	4	2	0	0
6	Hotel and Tourism Management	3	3	0	0	0
7	Library and Info. Management	3	3	0	0	0
	Total FAFS Faculty	65	55	10	5	3
	Percent of Total Faculty	100%	85%	15%		
	Percent of US PhD.				9%	
	Percent of US Masters					30%

* Full- time faculty

Faculty members in Accounting and IT have practical experience in their fields. But most FAFS faculty does not have significant experience in the private sector. The use of part-time adjunct faculty with experience in the private sector is very limited.

The average teaching load per week is 12 credit hours for Assistance and Associate Professors and 9 credit hours for Full Professors. The average size of classes is 30 students per class. Expectedly, introductory required courses tend to be larger. Faculty members are not required to carry a heavy research load. But the faculty needs to conduct and publish research as pre-requisite for promotion as a professor. If a faculty member has some extra time, he tends to do more teaching rather than research. The primary motivation is to increase one's income.

The university does not place very hard restrictions on faculty to engage in outside work activities provided it does not interfere in university duties. Few faculty members take assignments to do consultation or training work for Jordanian companies. There is no faculty development program as such. But the university administration has arranged for all faculty members to get computer training and for many to get training in modern teaching methods. Like other universities, PU supports faculty to attend specialized conferences and to present research papers.

It is possible to assert that most of the faculty has negligible business experience and very little current involvement with the private sector. The use of part-time adjunct faculty with experience in the private sector is very limited.

Alliances and Partnerships

Stymied by the HEC, like other private universities, from launching graduate degree programs, PU tries to open the opportunity for its students to pursue graduate studies abroad with two European universities. It has signed recently a MoU with Maastricht University, Netherlands to cooperate on an M.B.A program. They also have an agreement with the University of Huddersfield, U.K., to provide a Master Program in Hotel Administration. PU is a center of Cisco Academy. At present, there are no alliance / partnership efforts with a US university or US Business School. PU is a member of the Association of Arab Universities (AARU) and the International Association of Universities (IAU).

Finances

The major sources of income of PU are student fees and a little revenue from the Academic Consultation Center. But, having passed the 5000 student enrollment mark means that they cover expenses, make some profit and use some of the profit to re-invest. Two new buildings were being constructed at the time of this consultation. Thus, student fees are not subsidized. Since the number of students is growing, it means that the university has to increase space in terms of classes and auxiliary services. They have to do so in order to keep within the guidelines of the HEC for number of students per classroom other service requirements. This imposes budget constraints on the university.

Future Plans

Under the guidance of Dr. Adnan Badran, current president of PU, and ex president of two public universities, the university is pressing hard to start offering a graduate program. A graduate business program is seriously sought. In spite of the withholding of approval by the HEC to private universities to start graduate programs, Dr. Badran feels that such approval will eventually be provided. He is one of two representatives of private universities on the HEC. But how soon will this breakthrough occur is uncertain.

Another strategic goal of PU is to strengthen the IT faculty. It aims to meet market demand for more qualified graduates in this field. Moving in the same strategy, PU aims to strengthen its Faculty of Science, particularly Computer Science. In moving towards the above strategic goals, PU is currently constructing a four-floor building that will be the new premises for the Faculty of Administrative and Financial Sciences (FAFS). The building will have offices for the Deanship, faculty, classrooms, seminar rooms, conference rooms, laboratories, etc.

The Faculty of IT is adding two floors for classrooms and labs. There is an expansion in the Faculty of Science, especially in classrooms and labs for Computer Science. A large gymnasium, with various sports facilities and an auditorium for large events are also being constructed.

The Prospect and Interest in a Graduate Business School

Dr. Adnan Badran, PU President and Dr. Ahmad Katanani, Dean of the FAFAS agree to the need for a top rate Graduate Business School. They agree to the proposal that a Graduate Business School (GBS) has to be a largely independent entity. They realize that this entails that this GBS will have an internal organization and structure vastly different and independent from the traditional university organization and structure. Both agree that success of the BGS requires strong alignment with the business sector and a US Partner Business School. It was indicated that an agreement with a US Partner Business School has to be endorsed by the HEC.

PU President and Dean of the FAFS understand that establishing a GBS will require the university to make substantial investment. Investment decisions and terms have to be approved by the Board of Trustees.

As a member of the HEC, Dr. Adnan Badran is fully aware of the current reluctance of the HEC to give license to private universities to start graduate programs. However, he feels that if the HEC establishes tough criteria for providing approval, which would secure the high quality of such programs, then the HEC will give license to some private universities. At present the Accreditation Council is revising the rules of accreditation, which will be applied to graduate programs. He considers this to be a positive sign towards a change in the present HEC position. Another positive sign is that a private university, the Arab Graduate Studies University, was given a license (in 1996). This has set a precedent. PU is positioning itself to become the second private university to obtain the approval of the HEC.

6. Princess Sumaya University College for Technology

The Princes Sumaya University College for Technology (PSUCT) was established in 1991. It is fully accredited private university and is totally owned by the Royal Scientific Society (RSS).

Of the seven universities included in this report, it is the only “specialized” university. It started in 1991 with only one major subject” Computer Science. As the ICT sector has grown rapidly in the last decade, providing more opportunities for investment, jobs and exportation, the PSUCT gained in importance and prominence as one of the best universities in Jordan where young undergraduates can obtain a B.Sc. Degree in Computer Science (CS) or Electronic Engineering (EE).

In the academic year 2001-2002, the university has 1018 students. Of the total number of students, roughly 60% are enrolled in CS while 40% are in EE. Most of the student body are Jordanians. Non-Jordanian students make up less than 5% of the total. Female students make up 40% of those studying CS and 10% of EE. The PSUCT does not have a graduate program.

Students

The PSUCT attracts Tawjihi (General Secondary School Certificate) graduates of the “Scientific Stream: graduates of private schools might have IGCE equivalent to Tawjihi. 98% of students are 18-22 years of age. They belong to middle class Jordanian families who can afford to pay fees JD 9000-13000 over the 4-5 years it takes to graduate from the university. Since the ICT provided more job opportunities and better pay to young Jordanians (both men

and women), the university receives more applications than there are available places. Adding the fact that 90% of students are accepted fully on a competitive basis, it means that it is more difficult to get accepted to PSUCT than to other private universities. Students with higher grades will still apply to public universities first because the fees are less than those of the PUSCT. Generally, the university has a reputation of being serious and tough. 30-50% of EE students and 10-20% of CS do not finish the program, mostly because of tough academic standards.

Degree	Credit Hours	Fees/Credit Hours	Total Fees	Number of Academic Years Required
B.Sc. Computer Science	132	JD 65	JD 8580	4
B.Sc. in Electronic Engineering	170	JD 75	JD 12750	5

As students accepted to the university are high school graduates, they enter the two available programs with no or limited work experience.

Programs:

There is no Business Administration degree program either at the undergraduate or graduate level. However, many business courses are offered as part of the B.Sc. program in Computer Science. These courses include :

- Principles of Management
- Economics
- Banking and Finance
- Accounting
- Marketing
- MIS
- Operations Research
- Project Management
- Inventory Management
- Report Writing

The B. Sc. Computer Science program consists of 132 credit hours to be taken over four years. The students enroll in about 44 courses with an average load of 15 credit hours per semester. About 38 courses are required. Six are elective.

The B.Sc. in Electronic Engineering program consists of 170 credit hours to be taken over five years. The curriculum includes about 40 courses and 24 laboratory courses. The average student load per semester is 16 credit hours. Three to six courses are elective.

The university asserts that while “the two curricula are solidly grounded theoretically, they are market oriented.” Almost half of the courses taken by CS relate to business subject as indicated in the above list of business courses offered. The Electronics Engineering curriculum includes 24 lab courses reflecting an emphasis on the practical aspects of the field.

The university is fully aware of the dynamic nature of the two fields in which it specializes. The curriculum is being developed. Teaching includes a lot of emphasis on relevance of the

training to the requirements of the market. There is emphasis on lab use and practical training. The graduates of the PSUCT are known to have one of the highest job recruitment rates among Jordanian universities.

But the need for more curriculum development and more practical training is real and urgent.

The university offered a number of non-degree programs in cooperation with Sun Micro Systems, the Royal Scientific Society and ANERA (The American Near East Refugees)

Faculty

The PSUCT has a total of 60 faculty members; 40 are full-time and 20 are part-time. Thirty-three of the full-time faculty holds a Ph.D. About half of those Ph. D. holders got their Ph. D. from British universities or US. On average, their academic experience is 2-5 years. The faculty has negligible business experience. But they have moderate to extensive practical experience in their engineering or computer field.

The average teaching load of faculty, per week, is 18 hours in computer science, 14 hours in electronic engineering, and 12 hours in sciences and humanities. The average size of classes is 40 students in introductory courses and thirty in more advance courses.

The faculty is required to do research as a prerequisite for promotion. Otherwise most faculties concentrate on teaching.

There is no formal faculty development program. But, the university provided support for research or attendance of specialized conferences and the presentation of research papers. There are light restrictions on faculty activities (work) outside the university provided it does not interfere in the faculty member's duties. The use of part-time adjunct faculty with experience in the private sector is very limited.

Alliances and Partnerships

Within the last two years, Sun Micro Systems provided a laboratory and certified instructors to give JAVA courses. The university aims to cooperate with Sun Micro Systems in the establishment of a Training Center of Excellence. The university also cooperated with ANERA to provide sources to train trainers in JAVA, Oracle and C++.

The JUSBP (Jordan-US Business Partnership) provided assistance in the formation of an advisory committee to act as a bridge between the university and the private sector. But the work on this cooperative effort is currently at low-key level. The PSUCT has relations with Jordan Telecom, but generally, its relations with the business sector are very limited. In terms of external academic relations, the PSUCT has an agreement since 1995 with the University of Illinois at Urbana- Champaign for student exchange. There is a similar agreement with the University of Central Florida.

The National University of Taiwan provided assistance in setting-up of laboratories and in providing post- graduate scholarships. Correspondence is being carried out with a number of universities in the U.K. and Europe.

Finances

The major sources of income of the PSUCT are the students' fees and some grants. This income is sufficient to cover expenses and make some profit. Thus, the student fees are not subsidized. Some of the profit is used to support staff and activities of the RSS, the sole owner of the PSUCT. It should be indicated that while PSUCT is a largely autonomous entity, in fact the RSS exercises control over the university's expenditure.

Future Plans

The PSUCT does not have a formal strategic plan. Informally, the university administration expressed strong desire to seek, over the next few years, the introduction of a graduate studies program and the establishment of a Training Center of Excellence. An MBA program was considered. But and MBA or any other graduate program will be on hold, pending the approval of the Higher Education Council (HEC). Currently, the HEC has been hesitant about giving license for graduate studies to private universities.

The Prospect and Interest in a Graduate Business School

Dr. Hisham Al Ghassib, Dean of the PSUCT agrees to the need for a top rate Graduate Business School. But, he predicts, that such a school would not be a largely independent entity. It has to be an integral part of the university i.e. by-laws which apply to other colleges of the university has to apply to it. One Board of Trustees will overlook all entities. The basis for this predication is his assertion that the Higher Education Council's laws and regulation will make autonomy for a business school very difficult. The HEC determines the basic university structure including the powerful Deans' Council, which has authority to appoint and promote faculty.

There is full readiness and understanding of the need to establish a strong alliance with the private sector and a close partnership with a US Business School. The PSUCT is ready to invest substantially in order to establish a top rate graduate business school. It looks upon this project as a partnership or joint investment. Size and other details of investment have to be discussed with concerned parties at a further stage.

The biggest obstacle to establishing a Graduate Business School by PSUCT is an informal policy be the HEC not to grant, at this time, license to private universities to establish a graduate studies program, be it business or other fields. The PSUCT dean expressed uncertainty as to when will the HEC open the door for private universities.

7. Applied Science University (Private)

The Arab International Company For Education and Investment, a public shareholding company, in 1991, established the Applied Science University (ASU). It is a fully accredited private university. The university campus is located in Shafa Badran on in 356000 square meters area the north east of Greater Amman. The number of enrolled students has grown form 553 in the first academic year in 1991/92 to 8000 in 1998/97. However, the establishment of several private and public universities in the 1990s has affected enrollment. In the current academic year 2001/2002, Total enrollment has dropped to 6856 students. Even at this level of enrollment, the ASU remains one of the largest two of the 12 private

universities in Jordan in numbers of students and faculty, area of campus, number of schools and of departments.

The ASU has eight schools (called colleges):

- 1- College of Arts
- 2- College of Basic Sciences
- 3- College of Economics and Administrative Sciences
- 4- College of Law
- 5- College of Engineering
- 6- College of Pharmacy
- 7- College of Supporting Medical Sciences
- 8- College of Computer Science and Information Technology.

The eight colleges offer programs leading to a Bachelor degree in various fields of specialization. ASU does not have a graduate program offering master or doctorate degrees in any of its eight faculties.

Of the total number of current students (6856), 69% are male and 31% female. 55% of the students are Jordanian whose families are residents in Jordan. 19% are children of Jordanian expatriate families living mostly in the Gulf countries and Saudi Arabia. 26% of students are non- Jordanian.

ASU has a total academic staff of 350. Of these, 86% (300) are full-time faculty, 14%(50) are part- time.

The College of Economics and Administrative Science (CEAS)

The CEAS was among the first three colleges to start operations when ASU was established in 1991. It has grown rapidly to become the largest college accounting for 40% of the university student body. The college has 2785 student enrolled in the current 2001-2002 academic year. Female students constitute 27% of total students of CEAS. Interestingly, about 41% of the students are non-residents. 17% are children of Jordanian expatriate families living mostly in neighboring Arab countries. 24 % are international students, mostly from Arab countries.

The main difference of students in the CEAS as compared to other business schools visited in this assignment is the large proportion (41%) of Arab and Jordanian expatriate students. These students come from middle to upper-middle income families. Jordanian students come from middle socio-economic background. Tuition fees are about JD 9000 (USD 12700) plus living expenses for non- resident students. The college's reputation is not attracting the best and brightest as much as giving opportunity to young Jordanian expatriates and Arab students to get business education in a "good private university." On average, it is not more difficult to be admitted to ASU than other universities. While ASU is not obliged to accept students of special groups or quota lists as in public universities, the supply-demand situation allows the college to give admission to students who score higher grades than threshold levels determined by the HEC for private universities. Moderate grades plus the financial ability to meet the tuition and living expenses are sufficient to be admitted.

Since most students enroll in the university immediately upon graduation, the age of most of them is in 18-22. Their practical work experience is negligible.

Some of the students in accounting, hotel administration and hospital administration tend to be older and have some practical work experience.

Generally, the ASU has a good reputation as one of the top private universities in Jordan. This perception is held in Jordan as well as in Arab Gulf countries, particularly among the Jordanian expatriate communities in these countries.

Program

The College of Economic and Administrative Sciences (CEAS) has 2785 students, constituting 40% of the university student body. Students pursue a Bachelor degree in any of eight specializations. Table 1 shows the number and percentage students enrolled in each of the specializations. The fields that attract most of the students are Accounting, Marketing, and Business Administration consecutively. The three fields account for about two thirds of students in the CEAS. It is interesting that while Economics features prominently in the name of the college, it accounts per only 1% of students in the CEAS.

Table 1
Applied Science University (ASU)
College of Economics and Administrative Sciences
Academic Year 2001/2002

Specialization	Number of Students	%
1- Accounting	808	29%
2- Marketing	557	20%
3- Business Administration	446	16%
4- Banking and Finance	418	15%
5- Hotel Administration	223	8%
6- Political Science & Diplomacy	166	6%
7- Hospital Administration	139	5%
8- Economics	28	1%
Total	2785	100%

A student in the CEAO is required to enroll in 135 credit hours over four academic years. Table 2 shows that a student pursuing a Bachelor in Business Administration has to take 117 required courses at the university, college and specialization (department) level. 18 elective credit hours are expected to be taken at the university, college and specialization level. A student can select a Free Elective course from any of the courses offered by the university.

The total credit hours of the program from 135 to 129.

Table 2
Applied Science University (ASU)
College of Economics and Administrative Sciences
Number of Required Versus Elective Course

	Credit Hours		Total
	Required	Elective	
University	15	6	21
College	24	3	27
Specialization	78	6	84
Free Elective	-	3	3
Total	117	18	

It is noted that the curriculum includes only three courses taught in English. Of a total of about 45 courses over four years, the students are required to take two courses in English Language (university requirement) and Management in English (college requirement). Only two required courses relate to the development of computer skills.

Tuition fees range between JD60-70 for various specializations offered by the CEAS. Tuition fees discounts are given to children of large shareholders, brothers and sisters of current students and children of the university staff. A 50% tuition discount is given to physically handicapped children. Student who achieve the best grades in each college are offered a scholarship equivalent to 25% of tuition fees. Few other scholarships are offered to students talented in sports, arts and science. Every year 30 scholarships equivalent to 25% of fees are given to economically deprived students.

The Dean of the CEAS, Professor Mohammed Abdul-Rahman, confirms the curriculum is under revision. The total number of credit hours will be reduced from 135 to 129. There is an updating process of the content of various courses. Teaching methods are mostly traditional. The university and the CEAS emphasize the application and practical aspects of all the specializations taught. But the teaching methods and curriculum provide very little exposure to the realities of Jordanian business in the field.

The Consultation Center of the university offers some non-degree courses in tourism, hospital administration, hotel administration, financial management and other subjects.

Faculty

The CEAS has an academic staff of 84 faculty members. 78 are full-time and 6 are part-time. 82% (64) of the full-time faculty holds a Ph.D. Of these, 17% (11) hold Ph.D. degrees from USA, U.K, or Australian universities. About half of the academic staff hold the rank of Assistant Professor, the rest are Professors, Associate Professors or Lecturers.

The average teaching load per week is 9 credit hours for Professors, 12 credit hours for Assistant and Associate Professors and 15 credit hours for Lecturers. Professors have a relatively light load in research. But they have to conduct research to meet promotion requirements. The university is proud to have two refereed scientific journals called "Jordan Journal of Applied Science", one for "Humanities" and the other for "Natural Sciences". Research work is published in either Arabic or English. Two issues of each journal is published very year.

The level of business experience of the faculty and their involvement with the private sector is negligible to moderate. The use of part-time adjunct faculty with experience in the private sector is negligible. However, some part-time lecturers from other Jordanian universities come to teach at the college.

Alliances and Partnerships

The CEAS has relations with some companies and banks, but these do not amount to having an alliance or partnership. Some companies invite lecturers to give in-house lectures. Some of the faculty does field research in cooperation with a company. Companies host interns from the college for training, and joint workshops are conducted. The CEAS does not have any substantial alliance or partnership with any US or European business School.

Finances

The ASU was one of the most profitable ventures among private universities. It was one of the earliest private universities to be licensed. In the first seven years of operations (1991-1998), student enrolment grew from about 500 to 8000. Since the 1998, enrollment has declined by 15% as seven or eight new private universities were established during the 1990s. Its profit margins must have declined as it has already invested in a physical and human infrastructure to accommodate a large student body with the concomitant overheads.

As with other private universities, the major source of revenue is student tuition and fees. Student fees are not subsidized. A public shareholding company owns the university. It is in a better position than other private universities to raise capital, obtain loans or other financial facilities to undertake new investments.

Future Plans

Professor Zeyad Ramadan, President of ASU maintains that the most important strategic goal of the university is to keep its reputation as one of the top private universities in Jordan. In pursuing this goal, the university seeks to obtain ISO Total Quality management certification. It is a candidate to obtain The King Abdullah Distinction Award. The university also seeks to launch a graduate studies program, including an M.B.A, once the HED opens the door for private universities to establish graduate studies programs.

It is a strategic objective of the ASU to develop to high standard of distinction its College of Computer Science and Information Technology. It also intends to establish a college of Architecture and Fine Arts .

The Prospects and Interest in a Graduate Business School

Professor Zeyad Ramadan, President, and Professor Naim Ismail, Vice president of ASU agree to the need for a top rate Graduate Business School (GBS). This reinforces the university's strategic objective of strengthening the image and reputation of the ASU as one of the top private Jordanian universities. However, they assert that such an entity can have large academic independence, but not financial independence. This is because the university is owned by the Arab Pharmaceutical Company for Education and Investment, a public share holding company. The company owns two other investments: Ibn Al-Haitham Hospital and the Arab Pharmaceutical Company. Major financial and investment decisions lie with the holding company, not with the university. They suggest that this issue can be discussed further with the chairman of the Arab International Company for Education and Investment. They agree that a GBS should be aligned with the private sector. They point to the current emphasis of the university that students have to train in the field with a company in their field of study. They also indicate that two representatives of the private sector are members of the University Council.

They have an equivocal response to the proposition that a new GBS should have an internal organization and structure vastly different and independent from the current university organization and structure. The discussions and visit of the consultant to the university and CEAS senior administrators reveal a traditional and relatively conservative organizational culture. They perceive development and strengthening of current modalities, not creating new and vastly different ones.

The university, or rather the Arab International Company, can mobilize substantial financial resources. As relatively large private company, they have access to the Jordanian Capital Market and have good standing with local banks. ASU has a large campus area and an impressive infrastructure.

ASU stand in line with other private universities pending a change in policy of the HEC not to give license to private universities to establish graduate studies programs. Like most private universities, it does not have a representative on the HEC to advocate its case and defend its interests.

IV. Laws and Regulations of Higher Education

The consultant visited the Ministry of Higher Education and Scientific Research (MoHESR). Discussions were conducted with Dr. Omar Shdeifat, Secretary General of the Ministry of Higher Education and Member of the Higher Education Council (HEC). The consultant also had meetings with Ms. Amal Al Louzi, Secretary General of the HEC and Mr. Mohammed al Kharabsheh, Secretary General of the Accreditation Council. The subject of discussion was the proposed establishment of a new Graduate Business School (GBS) and the legal framework for such a project.

Ms. Louzi and Mr. Kharabsheh provided a package of laws that constitute the currently effective laws on higher education:

1. The Higher Education and Scientific Research Law, Temporary Law, no. 41, 2001.
2. The Official Jordanian Universities Law, Temporary Law No. 42, 2001.
3. The Private Jordanian Universities Law, Temporary Law No. 43, 2001.

The three laws were issued on 8/31/2001. Three additional documents were obtained:

- The General Accreditation Standards for Private Universities No. (1) 1999 (Based on the Higher Education Law, No. 6 of 1998).
- A list of the names and organizational affiliation of members of the Higher Education Council.
- A list of the names, organizational affiliation and contact information of members of the Accreditation Council.

It should be indicated that the first of the three additional documents is included only for illustrative purposes. New regulations are being prepared for Accreditation Standards and other regulations based on the new set of laws issued in 2001.

Issues and Implications of the New Higher Education Laws (Nos. 41, 42 and 43 of 2002) on the establishment of a new GBS

In obtaining a Graduate Business School (GBS) model, Dr. Kenneth Hoadley asserted the following:

The proposed graduate business school must be established as an autonomous, independently-governed educational institution with its own bylaws and regulations, governance structure and operating policies, and its own independent facilities, faculty and staff, financial structure and patrimony”

He suggested that these are two alternative approaches to establish such an entity:

- a) As an autonomous division of an existing university, or,
- b) As an independent and unaffiliated Graduate Business School organized as a not-for-profit organization.

A layman's review of the new three Higher Education laws indicates that an entity established under either of the above alternative approaches might not yield the high degree of autonomy and independence envisioned in the GBS model proposed by Dr. Hoadley.

It is not a coincidence that Laws 41, 42 and 43 were issued at the same time. Law 41 establishes the regulatory triangle: The Ministry of Higher Education and Scientific Research (MoHESR), the Higher Education Council (HEC) and the Accreditation Council (AC). These three bodies have significant policy, organizational and regulatory powers over the establishment and operations of both the public (official) and private universities.

- The Higher Education Council has many tasks and authorities. These include:
 - The approval to establish higher education institutes in the kingdom, the approval of fields of specialization programs at the various levels they are taught or their modification or amendments.
 - The establishment of general basis for admission of students in higher education institutions and determination of the number of students admitted to the various fields of specialization.
 - The nomination of Presidents of public universities and the appointment of Vice-Presidents and Deans in the universities.
 - Appointment of the Presidents and Boards of Trustees of Private Universities.
 - The approval of cultural, scientific and technology cooperation agreement between higher education institutions in the kingdom and their counterpart institutions from outside the kingdom.
 - The acceptance of grants for higher education institutions, which are over JD 500,000 for public universities, and JD 100,000 for private universities provided that the approval of the Council of Ministers is obtained for grants from non-Jordanian sources whatever is the value of grants.
 - The composition of the HEC puts private universities at a disadvantage. By law, all presidents of the public universities are members, while only 2 of the 12 private universities are members.

The Official Jordanian Universities Law no. 42 lays the legal status, functions and structure of public universities. It clarifies the authority relationships between the university and the HEC and AC.

- It is important to note that Law 42 gives an official (public) university a legal personality with financial and administrative autonomy. In this status, it can own assets, sign contracts, obtain loans and accept grants, contributions and assistance. It can sue other parties in court and have lawyers representing it in court. Law No. 43 for Private universities gives a private university the same legal status with financial and administrative autonomy. Both laws state that the university (public or private) is an independent academic institution.
- The Board of Trustees of an official university is constituted of 8 members; the university President must be one of them. The Chairman and Members of the Board of Trustees are appointed or released by a Royal Decree upon nomination by the Prime Minister. Appointment is for four years.

- The President of a public university is appointed by a Royal Decree upon nomination by the HEC.
- Laws 42 and 43 establishes a pyramid of councils in public and private universities through which tasks and authorities are distributed:
 - The University Council
 - The Deans' Council
 - The College Council

Among the three councils, every aspect of university life is influenced: the programs, the students and faculty.

- The Deans' Council has the authority:
 - To appoint, promote, change academic rank, accept resignations and terminate services.
 - To send faculty members on scholarships and training.
 - To study and approve curriculum proposed by the College Councils.
 - To recommend to the HEC the number of students to be admitted in the various specializations.
 - To recommend to the University Council the tuition and other student fees. This recommendation will be passed from the University Council to the Board of Trustees.
 - In the area of public university finances, the Cabinet has to approve grants from non-Jordanian sources.

Law no. 43. Private Jordanian University Law

With reference to ownership:

The owner can be an investment company or a private society registered according to current laws.

A private university is established by a decision of the HEC according to the conditions and guarantees it requires for its establishment. The HEC has to make a decision within six months of a formal application from the owner.

- Law 43 states that the law and regulations issued under the law, the HEC and AC gives the private university its own organizational, academic, technical and financial structure. The private university follows the university President directly and it is completely independent from the owner. (Law 43. Article 3, d.)
- The university President is appointed by the HEC upon nomination of the Board of Trustees. He is accountable first to the Board of Trustees and the HEC (vis a vis the owner).
- The Board of Trustees is made of 15 members. It is appointed by the HEC for four years. It is composed of:
 1. The university President.
 2. Three members selected by the HEC.
 3. Five members from the owners
 4. Six members nominated by the owners (but not the owners themselves or university staff). Three of the six must have a Full professor rank obtained from any Jordanian university.
- The Board of Trustees must obtain the HEC approval on nomination of the university President and on establishing new colleges (faculties), departments, specializations and programs.

But, the Board determines tuition fees and salary scales for all university employees including university staff.

- Article 24 of Law 43 states that the Board of Directors of owning entity (or investment company or a society) is responsible for building the university, physical infrastructure and for raising funds, but it must not interfere at all in the management of the university affairs. The owning entity must have its offices outside the university campus.
- Finally, it is important to note that while the three laws (41, 42 & 43) on higher education were issued about eight months ago (August 2001), the necessary regulations that emanate from these laws are under preparation by the HEC and the AC

View Point from the MoHESR, HEC and AC

It was mentioned earlier that the consultant met with three senior officials of the MoHESR, HEC and AC. Discussions concerning the establishment of a new GBS produced a position that is important to be aware of.

The following is a summary of the issues raised and opinions that were expressed:

There are three alternative strategies to establishing a new autonomous (or largely autonomous) Graduate Business School (GBS).

- (1) Establishing a new private university is a long and complicated process. The time frame would be a negative factor.
 - There is an informal policy not to give license to new universities for the time being. The Ministry is preparing a Strategy Paper on variety of Higher Education issues. But it is clear that the putting-on-hold policy is still in order.
 - The requirements (academic, physical plant, financial etc.) to establish a new university, might be a costly formula or solution to establishing a GBS.
- (2) The Higher Education Council (HEC) will be more forthcoming to establishing an autonomous GBS with a public university than with a private university.

The HEC has the following perceptions of private universities and opinion on the prospect that one of them establishing a new GBS:

- (a) The profit motive overwhelms the academic excellence and quality of programs.
- (b) They have a problem in attracting and keeping the high caliber faculty required for graduate studies.
- (c) The turnover in their faculty is generally high.
- (d) They lack experience in graduate programs. The reason for this lack of experience is that until now the HEC has not given license to any private university in any subject save for one: The Arab Higher Studies University which was given license six years ago .
- (e) The informal policy of HEC not to give license for graduate programs to any private universities pending the completion of a strategic study being conducted by the HEC on several issues including the establishment of a graduate program by private universities. No one seems to know when this study will be finished.

Private universities are pressing hard to get licenses to establish graduate studies.

On the other hand, representatives of the public universities, who dominate the HEC, prefer to keep graduate studies within the realm of public universities for as long as possible.

They realize that the HEC will, at some point in the future, allow private universities to establish graduate programs, within tough requirements. But none of the universities, Ministry of Education or HEC staff whom the consultant met was able to give a timetable for this change. Some suggest that a policy decision will be made by next spring . But if the current Minister of Higher Education is replaced in a ministerial shuffle or formation of a new cabinet (expected after the parliamentary elections in September 2002), then a new Minister will take some time before taking a position.

(3) The proposed model of a solution is the following:

(a) A selected Jordanian public university makes an agreement with a US university to establish a new and autonomous Graduate Business School that is not related to any other program in the Jordanian university. The autonomy sought will include selection of the dean and faculty, fees, terms of pay to faculty and administration, conditions of student acceptance, curriculum etc. The terms will be agreed upon by the Jordanian and US University partners.

- Such an established GBS would be linked with the Jordanian University President or Vice President.
- The two universities could enter into a “twining” agreement, which is like a partnership.

Another alternative is an agreement in which the US partner establishes a whole program and issues the degrees or certificates in its name. The Jordanian university acts as host and has limited role in the relationship. This model has been reached recently between the Jordan University of Science and Technology (JUST) and the New York Institute of Technology.

The “Scientific Cooperation Agreement” provides the US partner the vehicle to establish a school completely according to its conditions. The Jordanian University plays a “ facilitator” role only.

- Once an agreement is prepared, it will take a public university 1-2 months to get approval of the HEC.
- Politically, once the agreement of the Minister of Higher Education and the President of the concerned public Jordanian university is obtained, the rest of the work can be done according to an action plan and a reasonably predictable environment and time frame.

V. Conclusions

- The survey and assessment of seven private and public universities lead to conclusions that are consistent with those of Dr. Kenneth Hoadley:
 1. Presidents and senior staff of the seven universities that were interviewed agree to the need for a high caliber Graduate Business School (GBS) that offers a mix of full-time and executive MBA programs, and shorter non-degree management development programs. It is believed that there is sufficient demand for such programs in Jordan and other countries in the region.
 2. Of the seven universities surveyed, four have Business Schools. None of these Business Schools is currently offering or capable of offering the quality and range of business education programs needed and demanded by the Jordanian business sector.
- The seven surveyed universities were assessed and compared on the basis of faculty, students, programs, alliances-partnerships, finances and future plans.
 1. Of the four public universities that were assessed, the Jordan University of Science and Technology (JUST) surpasses the other three clearly in the potential capacity to partner with a US GBS and to sustain the standards achieved beyond the AMIR Program-USAID assistance period.
 2. Of the three private universities that were assessed, Philadelphia University (PU) is the most credible potential partner to a US Graduate Business School. This credibility is largely based on the international and national experience and reputation of PU's President Dr. Adnan Badran.
- The basic obstacle facing private universities is the current ban by the HEC on the starting of any graduate programs. There are pressures on the HEC to open the door, but it is doubtful whether this can change before the end of the year, or early next year. It must be noted that Law no. 43, the Private Jordanian University Law of 2001, addresses both for-profit investment companies and not-for-profit private societies.
- Under the current legal framework, composition of the HEC, the need for political connections and the required time frame for the AMIR Program action plan on the Jordan Business School Development Project, the establishment of an autonomous Graduate Business School under the auspices of a public university seems a more viable alternative.
- A layman's review of the new three Higher Education Laws (Nos. 41, 42 and 43 of 2001) indicate that a new Jordanian GBS established either under the auspices of an existing public university or as not -for-profit organization might not have the high degree of autonomy and independence envisioned in the GBS model suggested by Dr. K. Hoadley.
- Another important point is that the regulations that should emanate from the above laws are under preparation, and have not been issued by the MoHESR, the HEC and the AC.
- It is recommended that another review by a professional legal expert be conducted of the three laws and upcoming regulations in order to verify the inferences made above.

Appendix A : List of Interviews : April 8-May1, 2002

- 1- The Jordan University of Science and Technology , Irbid
Professor Sa'ad Hijazi, President
Professor Mutaz Sheikh Salem, President's Advisor and Dean of Faculty Pharmacy
- 2- Mu'tah University, Karak
Professor Eid al-Dhayat, President
Professor Nu'man A. Al-Katib, Vice President for Administrative Affairs.
Professor Abdul Fattah al-Rashdan, Dean, Faculty of Economics and Administrative Sciences (FEAS)
Professor Shamsi al-Bawa'neh, Department Chairman, Business Administration and Accounting , FEAS.
- 3- Al al-Bayt University, Mafrq
Professor Salman al-Bdour, President
Professor M. Marwan al-Samman
- 4- Al-Balqa' Applied University, Salt
Professor Anis Khassawneh, Dean, Faculty of Planning & Management Mr. Omar Kloub,
Department of Admissions and Registration
- 5- Philadelphia University, Jerash
Professor Adnan Badran, President
Professor Ahmad K. Katanani, Dean, Faculty of Administrative & Financial Sciences
- 6- Princess Sumaya University College for Technology , Amman
Professor Hisham B.Ghassib, Dean
- 7- Applied Science University, Amman
Professor Zeyad Ramadan, President
Professor Naim Ismail, Vice President
Professor Mohammed Abdul Rhman, Dean
- 8- Ministry of Higher Education and Scientific Research, Amman
Dr. Omar Shdeifat, Secretary General and Member of the Higher Education Council
- 9- Higher Education Council
Ms Amal al- Louzi, Secretary General
- 10- Accreditation Council
Dr. M. Amin al- Kharabsheh, Secretary General

Appendix B: Laws and Regulations of Higher Education

The Hashemite Kingdom of Jordan

Ministry of Higher Education

And Scientific Research

Effective Laws of Higher Education

Secretariat of the Council

The Hashemite Kingdom of Jordan
Ministry of Higher Education and Scientific Research

Effective Laws in Higher Education

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Tentative Law No. 41 for the Year 2001
Higher Education and Scientific Research Law

*We, Abdullah the Second ibn Al- Hussein, King of the
Hashemite Kingdom of Jordan*

*Under Paragraph (A) of Article(94) of the Constitution and
Pursuant to the Decision of the Council of Ministers on
21\8\2001 Endorse under Article (31) of the Constitution the
following Tentative Law and Decree that it Be Issued, Put into
Temporary Effect and Added to the State Laws on the Basis of
Submitting It to the the House of Parliament in the first
Session It Will Hold.*

Tentative Law No. 41 for the Year 2001

Higher Education and Scientific Research Law

Article: 1

This law shall be called (Higher Education and Scientific Research Law for the Year 2001) and shall be put in effect as of the date of its publication in the official gazette.

Article: 2

The following words and expressions shall have the meanings designated against each of them wherever they appear unless otherwise indicated by the context:

The Ministry: Ministry of Higher Education and Scientific Research.

The Minister: Minister of Higher Education and Scientific Research.

Higher Education: Education whose term is not less than one full academic year post secondary school level.

The Council: Higher Education Council established under this law.

The Chairman: Head of the Council.

The Higher Education Institutions: Institutions in charge of higher education.

Specialization Field: A set of educational materials whose period of study is at least one full academic year at a higher education institution; at the end of successfully completing this study a certificate in this field is granted.

Certification Council: The Council of certifying the higher education institutions established under this law.

Director General: The Director General of the Certification Council.

The Higher Committee: The Higher Committee for Research established under this law.

Article: 3

Objectives of Higher Education:

Higher education aims to achieve the following:

- A. Develop qualified human resources specialized in the various fields of knowledge to meet the community needs.
- B. Promuglate the Islamic religion and its spiritual and moral values and boost the national belonging.
- C. Protect and enhance the democratic system in a manner that ensures free academic work, right of expression, respect of the other point of view, work as a team, assumption of responsibility and use of critical scientific thinking.

- D. Provide supportive academic, psychological and social environment and encourage distinction, creativity and talent refinement.
- E. Develop interest in the national tradition, national and international culture, and respect the students general culture.
- F. Generalize the use of Arabic language as a scientific and educational language in the higher education levels and encourage scientific writing in it and translation from and to it.
- G. Participate in the development of knowledge in the discipline of arts, fine arts, science etc...
- H. Develop student knowledge of at least one foreign language in their fields of specialization and let them achieve the appropriate skills for using information technology in these fields.
- I. Encourage, support and improve scientific research; particularly, applied scientific research targeted at community service and development.
- J. Establish a national technological scientific nucleus capable of scientific research development and technology production.
- K. Develop close institutionalized connection between the public and private sectors on one hand and the higher education institutions on the other to benefit from the qualified capabilities of these institutions in developing both sectors by providing consultations and applied scientific research.
- L. Strengthen the scientific, cultural, artistic and technical cooperation in the field of higher education and scientific research with Arab, Islamic and international countries and institutions and expand its fields towards modern and developed directions.

Article: 4

Ministry of Higher Education and Scientific Research:

The Ministry shall assume the following tasks and authorities:

- A. Implement the higher education general policy in its educational, cultural, scientific and research fields within the range of higher education institutions.
- B. Coordinate between the higher education institutions and public and private consulting centers in the kingdom to achieve optimal utilizations of the educational, research and consulting capabilities available at these institutions and centers.
- C. Enter into scientific and cultural contracts related to higher education and scientific research with Arab and foreign countries.
- D. Represent the kingdom in local and international conferences and seminars related to higher education.
- E. Acknowledge non-Jordanian higher education institutions and equalize certificates issued by them in accordance with the rules and criteria to be determined under regulations to be issued for this purpose.
- F. Set up the rules of sending delegates on scientific assignments of the higher education institutions in and out of kingdom, regulate and supervise the assignment affairs.
- G. Follow-up Jordanian students affairs abroad through cultural advisors.
- H. Regulate the affairs of foreign students in Jordan and Jordanian students abroad and scientific delegates in cooperation and coordination with the competent authorities.

- I. Develop and provide qualified administrative and technical staffs capable of performing the tasks of the Council, the Certification Council and the Higher Committee for Scientific Research and following up the affairs of these agencies.
- J. Provide the Council, the Certification Council and the Higher Committee for Scientific Research with any available studies or information and data related to higher education and scientific research.
- K. Regulate the affairs of higher education students' service offices in accordance with special regulations to be issued for this purpose.

Article: 5

Higher Education Council:

- A. A council called (Higher Education Council) shall be formed with the minister as chairman and the following as members:
 - 1. Minister of Education.
 - 2. Presidents of Jordanian official universities.
 - 3. Two presidents of the private universities, alternately.
 - 4. The Ministry's Secretary General.
 - 5. The Director General of the Certification Council.
 - 6. Five persons specialized and experienced in the academic, legal, and financial fields related to the nature of the work of the Council.

- B. The members mentioned in items (3) and (6) of paragraph (A) of this article for a period of four years per a decision by the Council of Ministers pursuant to a recommendation from the Minister. The decision shall be endorsed by a Royal Decree.
- C. The Council shall choose a deputy chairman from its members.

Article: 6

The Council shall assume the following tasks and authorities:

- A. Plan the higher education policy in the kingdom and submit it to the Council of Ministers for taking the necessary decision in regard thereto.
- B. Approve the establishment of higher education institutions in the kingdom and endorse the specialization fields and programs in the various levels where they are taught or amend or cancel any of them in accordance with the requirements and changes.
- C. Support the independence of higher education institutions and work on enhancing them and encourage coordination among them to enable them achieve their objectives fully.
- D. Set up the general rules for students' admission to higher education institutions and determine the number of students to be admitted annually in the various fields of specialization.
- E. Recommend the appointment of presidents of official universities and the appointment of vice presidents and deans of the universities.
- F. Appoint the presidents and senates of the private universities.
- G. Secure the resources to support financial resources of the higher education institutions.

- H. Approve entering into cultural, scientific technological, etc... cooperation contracts between the higher education institutions in the kingdom and similar institutions abroad.
- I. Discuss draft laws and regulations submitted by the higher education institutions and submit them to the Council of Ministers for finalizing the constitutional procedures in regard thereto.
- J. Form the required specialized committees for the Council to conduct its tasks, set up the rules to regulate their operations administratively and financially and obtain the assistance of specialized and experienced personnel for this purpose.
- K. Accept donations, grants, and wills for the higher education institutions whose amounts exceed five hundred thousand dinars to the official universities and one hundred thousand dinars to the private universities provided that the approval of the Council of Ministers is obtained if they come from a non-Jordanian source whatever the amount is.
- L. Endorse the annual budgets and final accounts of the higher education institutions and review their annual reports.

Article: 7

- A. The Council shall hold its meetings by extending an invitation by its chairman or his deputy upon his absence. The meeting shall be considered legal if the majority of its members attends provided that the chairman or his deputy is among the attendees. The Council issues its decisions by at least the votes of the majority of the attendees.
- B. The Council sets up the instructions required to regulate its meetings.
- C. The minister shall appoint from the ministry personnel a full time secretary for the Council commissioned to extend the invitations to

attend the meetings, regulate its agenda and take the minutes of meetings and decisions taken and perform any other tasks assigned to him by the minister.

Article: 8

Certification Council:

- A. A council called (Higher Education Institutions Certification Council) shall be formed with the minister as chairman and the following as members:
1. Director General – Deputy Chairman.
 2. The Ministry's Secretary General.
 3. Nine specialized and experienced persons; at least six of them who are holding or previously held the position of professor or associate professor in one of the Jordanian universities. When choosing these members consideration shall be given to representing the various fields of knowledge. These members shall be appointed by a decision of the Council of Minister pursuant to the minister's recommendation for four years renewable for one term. If the position of any member becomes vacant for any reason whatsoever, another member shall be appointed in the same manner to replace him for the remaining period of his membership.
- B. The appointment of the members mentioned in item (3) of paragraph (A) of this article shall be taken at the first Council formed pursuant to the provisions of this law as follows:
1. Five members to be appointed for the term of four years.
 2. Four members to be appointed for the term of two years.
- C. 1. Any one who holds the position of head of a higher education institution, has shares in it or owns it may not be appointed a member to the Certification Council under the provisions of item

(3) of paragraph (A) of this article. Whoever is appointed member to the Council shall submit a written acknowledgement to this effect prior to assuming his duties. He shall also submit an undertaking to notify the Council Chairman of any benefit related to the Council operations that may accrue to him during the term of his membership.

2. If the Certification Council chairman holds shares in a private university, he shall announce this information in the first Council meeting, and the number of shares held by him.

D. A specialized and experienced person who holds the position of professorship shall be appointed full time Director General for three years renewable for one term by a decision of the Council of Ministers pursuant to the minister's recommendation subject to a Royal Decree.

Article: 9

The aim of the Certification Council is to improve the level and efficiency of higher education. It shall assume the duties and authorities required to achieve this aim including the following:

- A. Set up, amend and develop the rules and criteria for certifying the higher education institutions in the light of the higher education general policy and take the decisions to certify them and certify their programs in accordance with such rules and criteria.
- B. Monitor the performance of the higher education institutions and their compliance with the established rules and regulations.
- C. Form specialized committees to conduct any duties called for by its work and submit their recommendations in this regard.

- D. Ensure that higher education institutions realize their objectives by taking the appropriate procedures to evaluate their programs and outcome by the various assessment tools.
- E. Propose draft regulations and instructions pertaining to its duties and submit them to the minister to finalize the required legal procedures in their regard.
- F. Publish certification – related decisions taken by the Council in the various media.

Article: 10

The Certification Council is vested under special regulations to be issued for this purpose with all the authorities required to monitor the compliance of the higher education institutions with the approved rules and criteria and take the required legal actions against those who violate such rules and criteria, particularly the following actions:

- A. Issue a warning to the violating institution to remove the violation within a period specified for this purpose.
- B. Recommend the following to the Council if the institution fails to remove the violation within the specified period:
 - 1. Pay a fine whose amount shall be determined by the Council pursuant to the recommendation of the Certification Council to be collected in its favor.
 - 2. Suspend student admission to the institution.
 - 3. Close the violating institution temporarily or permanently.

Article: 11

The Higher Committee for Scientific Research:

- A. A committee shall be formed from the Council called (The Higher Committee for Scientific Research) with the minister as chairman and the following as members:

1. Director General of the Higher Council for Science and Technology.
 2. Deans of Scientific Research at official universities.
 3. Two deans of scientific research at private universities, alternately.
 4. Three specialized and experienced personnel who hold the position of professorship.
- B. Higher Committee members who are mentioned in items (3) and (4) of paragraph (A) of this article shall be appointed for three years, renewable, by a decision of the Council pursuant to the minister's recommendation. A member may be replaced in the same manner for the remaining period of his membership.
- C. The Higher Committee shall choose a deputy chairman from its members to act on the chairman's behalf during his absence.
- D. The minister shall appoint from the ministry personnel a secretary for the committee commissioned to extend invitations for attending its meetings, regulate its agenda, take minutes of meetings and decisions and perform any other tasks assigned to him.

Article: 12

The Higher Committee works to improve and develop scientific research at higher education institutions by setting up a scientific research policy in those institutions approved by the Council which aims to achieve the following in particular:

- A. Consolidate the scientific and research efforts at higher education institutions.

- B. Direct researchers toward more beneficial scientific researches to meet the Jordanian community needs.
- C. Support serious researchers and grant them financial and moral incentives for the distinguished researches produced and submitted by them. The rules of these incentives shall be determined by instructions to be set up by the Council pursuant to the minister's recommendation based on the committee chairman's recommendation.
- D. Strengthen the relations with the specialized public and private organizations to conduct scientific researches in their favor. The Council shall be made aware of any activity in this regard.
- E. Publish the researchers' scientific production and issue precise specialized scientific magazines. It may, for this purpose, establish a specialized publishing house which may assume the role performed individually by the universities.
- F. Submit a recommendation to the minister regarding the appointment of an administrative staff comprising employees, editors and translators required for the committee's work.

Article: 13

General Provisions:

- A. The Ministry shall collect for the account of the Treasury fees for licensing private higher education institutions whose amounts and conditions of collection and other related matters shall be determined by special regulations to be issued for this purpose.
- B. The Ministry shall collect for the account of the Treasury service fees for public certification and private certification of private higher education institutions and for equalizing or certifying certificates whose amounts shall be determined by instructions to be issued by the Minister.

Article: 14

The Higher Education Council Secretariat General personnel and all its other workmen shall be transferred to the Ministry in accordance with the provisions of the Civil Service Regulations.

Article: 15

Higher Education Law No. 6 for the year 1998 shall be cancelled, and no provision, stated in any other legislation that contradicts the provisions of this law shall be implemented.

Article: 16

The Council of Ministers shall issue the regulations required to implement the provisions of this law.

Article: 17

The Prime Minister and Ministers are commissioned to implement the provisions of this law.

08/21/2001

Abdullah The Second ibn Al-Hussein

Vice Prime Minister
And Minister of Justice
Faris Al-Nabulsi

Vice Prime Minister
And Minister of Interior
Dr. Awad Khlaifat

Prime Minister
And Minister of Defense
Engineer Ali Abu Al-Ragheb

Minister of Foreign Affairs Dr. Abd Al-Ilah Al-Khateeb	Minister of State for Management Development Affairs Dr. Mohammad Dhunaibat	Minister of Municipal and Rural Affairs and the Environment Dr. Abd Al-Razzaq Tubaishat	Vice Prime Minister And Minister of State for Economic Affairs Dr. Mohammad Al-Halayqah
Minister Of Information Saleh Al-Qallab	Minister of Public Works And Housing Engineer Husni Abu Ghaida	Minister of Labor Eid Al-Fayez	Minister of Finance Dr. Michel Martu
Minister of Culture Mohamoud Kayed Al-Hayasat	Minister of State Abd Al-Raheem Al-Ukur	Minister of Education Dr. Khaled Touqan	Minister of Tourism And Antiquities Dr. Taleb Al-Rifai
Minister of Post And Communications Dr. Fawwaz Hatem Al-Zu'bi	Minister of Social Development Tamam Al-Ghoul	Minister of Planning Jawad Hadeed	Minster of Industry and Trade Wasif Azar
Minister of Youth And Sports Mamoun Mohammed Nour Al-Deen	Minister of Awqaf and Islamic Affairs and Shrines Dr. Ahmad Hulayyil	Minister of State For Legal Affairs Dr. Eid Al-Shakhatbeh	
Minister of Health Dr. Faleh Al-Naser	Minister of Water and Irrigation Dr. Hazem Al- Naser	Minster of Energy And Mineral Resources Engineer Mohammad Ali Al-Bataineh	
Minister of State Mousa Khalaf Al-M'ani	Minister of Agriculture Dr. Mohammad Ayed Al-Dowairi	Minister of Transportation Nader Al-Dhahabi	

Tentative Law No. (42) for the year 2001

Jordanian Public Universities Law

***We, Abdullah the Second ibn Al- Hussein, King of the
Hashemite Kingdom of Jordan***

***Under Paragraph (A) of Article(94) of the Constitution and
Pursuant to the Decision of the Council of Ministers on
21\8\2001 Endorse under Article (31) of the Constitution the
Following Tentative Law and Decree that it Be Issued, Put into
Temporary Effect and Added to the State Laws on the Basis of
Submitting It to the the House of Parliament in the First
Session It Will Hold.***

Tentative Law No. 42 for the Year 2001

Jordaninan Public Universities Law

Article 1:

This law shall be called (Jordanian Public Universities Law for the Year 2001) and shall be put in effect as of the date of its publication in the official gazette.

Article 2:

The following words and expressions shall have the meanings designated against each of them wherever they appear unless otherwise indicated by the context:

The University: A national public institution for higher education established under the law of higher education and scientific research.

The Council: The Council of Higher Education.

The President: The president of the university.

The Dean: The dean of the college or the dean of the university activity.

General Provisions

Article 3:

1st. The university enjoys a financially and administratively independent legal person and in this capacity it has the right to own movable and unmovable assets and conduct all legal formalities including entering into contracts, getting loans, and accepting donations, grants, gifts and wills. It has the right to file suits and appoint on its behalf for the judicial procedures the civil counsel general or any other lawyer it appoints for this purpose.

2nd. The university is an independent academic institution which works on the achievement of the objectives of higher education and scientific research. For this purpose it carries the following activities consistent with the policy of higher education:

1. Set up its programs, curricula, academic and research plans.
2. Conduct examinations.
3. Grant academic and honorary degrees and certificates.
4. Set up an organization schedule which indicates its personnel requirements for its academic, technical and administrative staff and others and appoint the occupants of these positions in accordance with their relevant regulations.

Article 4:

The provisions of this law shall apply to any public university established prior to implementing its provisions or to be established after implementation. No text provided for any public university law that contradicts with the provisions of this law shall be applied.

Article 5:

- 1st. In addition to the colleges and academic departments, the university may be a decision of the council pursuant to the recommendation of the university board, construct institutions and centers for research, education, training, consultations, services, hospitals, special programs and applied schools at the university premises or outside. It may integrate any of them in the other or cancel it in the same manner.
- 2nd. The university may open branches, centers and offices outside the Kingdom by a decision of the council pursuant to a recommendation of the university board.

The Board of Trustees**Article 6:**

- 1st.1 Each university shall have a board called (the Board of Trustees). It shall consist of eight members who hold the first university degree as a minimum. They shall have the experience and the capability to conduct the responsibilities assigned to them in order to achieve the university objectives. In his capacity the university president shall be one of the trustees.

2. The chairman and members of the board of trustees shall be appointed, their resignations accepted and relieved from their positions by a Royal Decree pursuant to the recommendation of the Prime Minister.
 3. The period of membership to the board of trustees shall be four years renewable for one time.
 4. The university board of trustees shall elect from amongst its members a deputy chairman who shall assume the chairman's tasks upon his absence.
 5. If the position of the chairman of the board of trustees or any member thereof become vacant for any reason, another member shall be appointed in his place in accordance with the provisions of this law and for the remaining period of the board.
 6. The university president may not become the chairman of the board of trustees. Also a faculty member at the university may not become a member of the board of trustees.
- 2nd. The university board of trustees shall assume the following responsibilities and authorities:
1. Draft the general policy of the university pursuant to the recommendation of the university board and follow-up its implementation.
 2. Approve the annual plan of the university development projects prepared by the president.
 3. Coordinate the academic, educational, training and consulting activities of the colleges and other academic technical units at the university

and enhance the relationship of these colleges and units with the public and private sector organizations.

4. Set up the bases for education quality control at the university by seeking the assistance of specialized regional or international agencies.
5. Enhance scientific research within the university, colleges and centers and outside the university with establishments and companies of both the public and private sectors and the international organization in a manner that is consistent with the objectives of higher education.
6. Determine the fees collected by each university from its students pursuant to the recommendation of the university board based on the recommendation of the board of deans.
7. Seek to support the university financial resources and manage its investment affairs.
8. Accept grants, gifts and wills if they come from a Jordanian source and are less than five hundred thousand dinars.
9. Approve the university budget and final accounts and submit them to the board for approval.
10. Any other matters related to the university referred by the chairman of the board of trustees which do not fall under the jurisdiction of any of the agencies indicated in this law or any other legislation.

The University President and Vice-Presidents

Article 7:

- 1st. Each university shall have a full time president dedicated to its management. He shall be appointed by a Royal Decree pursuant to the recommendation of the council for four years renewable for one time.
- 2nd. The university president shall be of the Jordanian nationality and shall have occupied the position of professorship.
- 3rd. The president service is terminated with the elapse of the period of his appointment or in case his service is terminated by the appointment of a replacement. In all cases he may continue to occupy the position of professorship at the university at its highest scale.

Article 8:

- 1st. The university president is responsible for managing its affairs; he is the paymaster and he carries out the following tasks and authorities:
 1. Represent the university before all agencies, commissions and persons and sign contracts on behalf of the university in a manner that does not contradict with the law of higher education and scientific research.
 2. Manage the university academic, financial and administrative affairs in accordance with the provisions of this law and the regulations, instructions and decisions issued under any of them.
 3. Invite the university board and the board of deans to convene, chair their meetings, supervise the documentation of the decisions issued by them and follow up their implementation.

4. Submit an annual operating plan to the university board regarding the university development projects for discussion and refer it to the board of trustees to issue its decision regard thereto.
 5. Prepare the university annual budget draft and submit it to the university board for discussion and submittal to the board of trustees for endorsement.
 6. Submit a report to the university board at the end of each academic year on the performance of the university, higher education and scientific research affairs, community services and other activities at the university and include any proposals he deems appropriate for discussion and submittal to the university board.
 7. Suspend studying at the university totally or partially in the cases which he deems require taking such a decision. If the period of study suspension exceeds a week, the president shall refer the matter to the university board to take the appropriate action in this regard.
 8. Any other authorities vested in him under the regulations issued pursuant to this law and the instructions issued pursuant thereto or any of the authorities delegated to him by the university board in accordance with the legal formalities.
- 2nd. The president may delegate any of the authorities vested in him to any of his vice-presidents or deans or directors of the university, each within the scope of his position, provided that such delegation is written and specific.

Article 9:

- 1st. The vice-presidents shall be appointed by a decision of the council pursuant to the recommendation of the president for two years renewable for one time. The service of anyone of them shall terminate with the elapse of the period of his appointment or in case of the appointment of a replacement.
- 2nd. The vice-president shall be of a Jordanian nationality and shall have occupied the position of professorship.
- 3rd. The president shall determine the responsibilities and authorities of each of his vice-presidents.

The University Board**Article 10:**

- 1st. Each university shall have a board called (the University Board) under the chairmanship of the president and the following as members:
 1. The vice-presidents.
 2. The deans.
 3. A faculty member from each college elected by this faculty at the beginning of each academic year.
 4. Three from the directors of the university academic, technical and administrative units.
 5. Two from the local community.
 6. One from the university students.
 7. One from the university alumni.

2nd. The board members mentioned in items (4), (5), (6) and (7) of paragraph (A) of this article shall be appointed by a decision of the president for the period of one year.

Article 11:

The university board shall assume the following tasks and responsibilities:

- 1st. Work on promoting the level of services provided by the university in the fields of education, training, scientific research and public service.
- 2nd. Study the university development projects annual plan prepared by the president for discussion and submittal to the board of trustees to issue its decision in regard thereto.
- 3rd. Recommend to the board of trustees the amount of fees to be collected by the university from its students in order to take its decision in regard thereto.
- 4th. Discuss the university draft regulations to complete the required procedures in regard thereto.
- 5th. Discuss the university draft budget and final accounts and submit them to the board of trustees.
- 6th. Discuss the annual report on the university activities and achievements and submit it to the board of trustees in preparation for submitting it to the council.
- 7th. Look into any university – related matters referred to it by the president.

The Board of Deans

Article 12:

1st. Each university shall have a board called (the Board of Deans) under the chairmanship of the president and the following as members:

1. The vice-presidents.
2. The deans.

2nd. The board of deans shall assume the following responsibilities and authorities.

1. Recommend the establishment of colleges, departments, programs and academic specializations and integrate them into others or cancel them in accordance with the provisions of this law.
2. Appoint the members of faculty at the university and promote, confirm and transfer them from one category to another, assign; loan and grant them sabbatical leaves and unpaid leaves, accept their resignations and terminate their services.
3. Evaluate the work of the faculty members and their academic activities, teaching methods and scientific researches and take the appropriate decision in their regard.
4. Send the faculty members and full time lecturers and instructors (research and teaching assistants), technical personnel in the academic field at the university or those who have commitments to work for the university on academic scholarships and assignments and training courses in accordance with the regulations governing training assignments.

5. Study and discuss the draft academic plans submitted by the boards of colleges, institutes and centers and issue the decisions in regard thereto.
6. Evaluate the level of academic performance and academic achievement at the university.
7. Grant the academic and honorary degrees and certificates.
8. Establish the professorship chair.
9. Recommend to the council the number of students to be accepted annually in the various programs and specializations at the university and determine the university tuition fees for each of them.
10. Recommend to the university board the amount of tuition fees to be collected by each university from its students to take its decision in regard thereto and submit it to the board of trustees.
11. Develop the instructions required to implement the provisions of the regulations relevant to the academic work at the university.
12. Look into any subject related to the academic work referred to him by the university president.

The College Dean and Board

Article 13:

- 1st. A dean shall be appointed to the college. He shall be responsible for managing its educational, administrative and financial affairs and scientific research issues, shall implement the decisions taken by the college board and the boards of the university and deans and shall

submit a report to the president at the end of each academic year on the performance of his college and its various activities.

- 2nd. The college dean shall have occupied the position of professorship. He shall be appointed by a decision of the council pursuant to the recommendation of the president for two years renewable for one time. His service shall be terminated by the elapse of the period of his appointment or in case of terminating his services by the appointment of a replacement.
- 3rd. The Council may, pursuant to the recommendation of the president and in a special case and according to its determination, appoint a faculty member from other ranks to act for the college dean.

Article 14:

Deans other than the college deans may be appointed to assume the responsibility of any university activity and carry out for this purpose the tasks specified to them under the university regulations and instructions. They shall be appointed in accordance with the provisions of paragraphs (B) and (C) of article (13) of this law.

Article 15:

- 1st. Each college shall have a board called (the College Board) under the chairmanship of the dean and with the following as members:
1. Dean deputy or deputies.
 2. Academic department heads of the college.

3. A representative for every academic department at the college to be elected by the department faculty members at the beginning of each academic year.
 4. Two specialized and experienced members from outside the college to be appointed by a decision of the president in consultation with dean for one year.
- 2nd. A temporary board shall be formed for the newly-created college by a decision of the board of deans pursuant to the recommendation of the president. This board shall consist of a chairman and three members at least, and it shall practice the authorities dean of the board of the college and department boards.

The Faculty

Article 16:

- 1st. The faculty member in the university is:
1. The professor.
 2. The associate professor.
 3. The assistant professor.
 4. The teacher.
 5. The assistant teacher.
- 2nd. The service of the faculty member in any public university, upon his transfer to work in another public university or upon his re-instatement in a public university for which he previously worked, shall be

considered a continuous service and all his acquired rights shall be maintained including his years of service.

- 3rd. Notwithstanding the provisions of any other legislation, the service of the faculty member who is appointed minister shall be considered actual service at the university for the purposes of promotion, sabbatical leave, annual increase and the severance benefits.

The University Budget and Financial Resources

Article 17:

- 1st. The university shall have its independent budget to be prepared by the president, approved by the university board, endorsed by the board of trustees and approved by the Council.
- 2nd. The university financial resources consist of the following:
1. The tuition fees.
 2. Royalty from its movable and non-movable funds.
 3. The annual grant allocated to the university in the state general budget.
 4. The university's share from the customs fees and additional fees.
 5. Amounts generated from the teaching activities, consultations and researches rendered by the colleges and centers and the amounts generated from the productive projects and university facilities.
 6. The grants, donations, gifts, aids etc... in accordance with the provisions of the law of higher education and scientific research,

provided the approval of the Council of Ministers be taken if they come from a non-Jordanian source.

7. Any other revenues.

3rd. The university funds shall be considered public funds to be collected in accordance with the government fund collection law in effect.

Final Provisions

Article 18:

The university shall enjoy the exemptions and facilities enjoyed by the ministries and government organizations.

Article 19:

Notwithstanding the provisions of any other legislation, the university shall, within its campus, carry out all the works and public services, provide the necessary means and facilities required to achieve its objectives and aims stated in this law including the construction of buildings and structures needed by it in accordance with the organization determined by it and the plans and designs it deems appropriate.

Article 20:

1st. Each of the boards stated in this law shall meet by an invitation extended by the chairman of the board concerned or his deputy in case of his absence.

2nd. The university president may call any of its boards for a meeting.

3rd. Half of any board members at least may submit a request to the board chairman to hold a meeting. The board chairman in this case shall call the board for a meeting within fifteen days as of the date of submitting the request.

Article 21:

The legal quorum for holding a meeting by any of the boards stated in this law shall be by the attendance of the absolute majority of its members. Its decisions shall be taken by the majority vote of the attendees at least.

Article 22:

The decisions issued by any board may be appealed to the higher board in the hierarchy. The decision issued by the higher board shall be definitive.

Article 23:

Each of the boards stated in this law may delegate any of the authorities vested in it under this law or the regulations issued pursuant thereto to any of the committees formed by it or any other subordinate board.

Article 24:

Notwithstanding the provisions of this law and any regulations applied at the university, the Council may, in special situations dictated by the university interest and pursuant to a justified recommendation by the

university board, terminate the service of any of its workmen provided that it pays all his financial entitlements for his service at the university.

Article 25:

The Council of Ministers shall, pursuant to a recommendation of the Council, issue the regulations required to implement the provisions of this law including the following:

- 1st. Appoint the faculty members, lecturers, teaching or research assistants, the members on loan, contract members, instructors, personnel, employees and all library workmen and confirm them in their positions promote, assign, loan them and grant them leaves including sabbatical leaves, unpaid leaves, accept their resignations, terminate their services and determine their rights and professional and financial duties and all other matters related to their university work.
- 2nd. Travel, transportation and health insurance affairs.
- 3rd. Financial matters and supplies and works affairs.
- 4th. Grant degrees and certificates and determine their conditions, bases, foundations and procedures.
- 5th. Academic scholarships including expenditure on the people on educational assignments and the conditions related to scholarships.
- 6th. Scientific research matters.

Article 26:

The university may establish housing and saving funds or any other funds dedicated to the faculty and university personnel. Each fund shall enjoy a juristic entity. The provisions related to its establishment, objectives, method of management, methods of membership and

participation in any of them, fees due thereon and all other matters related thereto shall be determined by regulations to be issued for this purpose.

Article 27:

The university board shall issue the required instructions related to other matters at the university including clubs for the faculty, workmen and students and students' dormitories and any other matter related to the students' social and cultural activities.

Article 28:

Jordanian Universities Law No. (29) for the year 1987 and its amendments shall be canceled.

Article 29:

The regulations and instructions applied at any university upon the issuance of this law shall remain in effect until they are amended, canceled or replaced in accordance with the provisions of this law provided that such action be taken within a period not exceeding one year.

Article 30:

The Prime Minister and Ministers are commissioned to implement the provisions of this law.

21 August 2001

Abdullah the Second ibn Al-Hussein

Vice Prime Minister And Minister of Justice Faris Al-Nabulsi	Vice Prime Minister And Minister of Interior Dr. Awad Khlaifat	Prime Minister And Minister of Defense Engineer Ali Abu Al-Ragheb	
Minister of Foreign Affairs Dr. Abd Al-Ilah Al-Khateeb	Minister of State for Management Development Affairs Dr. Mohammad Dhunaibat	Minister of Municipal and Rural Affairs and the Environment Dr. Abd Al-Razzaq Tubaishat	Vice Prime Minister And Minister of State for Economic Affairs Dr. Mohammad Al-Halayqah
Minister Of Information Saleh Al-Qallab	Minister of Public Works And Housing Engineer Husni Abu Ghaida	Minister of Labor Eid Al-Fayez	Minister of Finance Dr. Michel Martu
Minister of Culture Mohamoud Kayed Al-Hayasat	Minister of State Abd Al-Raheem Al-Ukur	Minister of Education Dr. Khaled Touqan	Minister of Tourism And Antiquities Dr. Taleb Al-Rifai
Minister of Post And Communications Dr. Fawwaz Hatem Al-Zu'bi	Minister of Social Development Tamam Al-Ghoul	Minister of Planning Jawad Hadeed	Minster of Industry and Trade Wasif Azar
Minister of Youth And Sports Mamoun Mohammed Nour Al-Deen	Minister of Awqaf and Islamic Affairs and Shrines Dr. Ahmad Hulayyil	Minister of State For Legal Affairs Dr. Eid Al-Shakhatbeh	
Minister of Health Dr. Faleh Al-Naser	Minister of Water and Irrigation Dr. Hazem Al- Naser	Minster of Energy And Mineral Resources Engineer Mohammad Ali Al-Bataineh	
Minister of State Mousa Khalaf Al-M'ani	Minister of Agriculture Dr. Mohammad Ayed Al-Dowairi	Minister of Transportation Nader Al-Dhahabi	

Tentative Law No. (43) for the year 2001

Jordanian Private Universities Law

***We, Abdullah the Second ibn Al- Hussein, King of the
Hashemite Kingdom of Jordan***

***Under Paragraph (A) of Article(94) of the Constitution and
Pursuant to the Decision of the Council of Ministers on
21\8\2001 Endorse under Article (31) of the Constitution the
Following Tentative Law and Decree that it Be Issued, Put into
Temporary Effect and Added to the State Laws on the Basis of
Submitting It to the the House of Parliament in the First
Session It Will Hold.***

***Tentative Law No. 43 for the Year 2001
Jordaninan Private Universities Law***

Article 1:

This law shall be called (Jordanian Private Universities Law for the Year 2001) and shall be put in effect as of the date of its publication in the official gazette.

Article 2:

The following words and expressions shall have the meanings designated against each of them wherever they appear unless otherwise indicated by the context:

The University: A national private institution for higher education established under the law of higher education and scientific research in which the period of study is not less than four years or equivalent and it

grants the first university certificate at least and is owned by a non-Government agency.

The Council: The Council of Higher Education.

The Board of Trustees: The board of trustees appointed under the provisions of this law.

The President: The president of the university.

The Dean: The dean of the college or the dean of the university activity.

The Owner: An investment company or a national association that owns the university and registered in accordance with the legislation in effect.

The Board: The board of directors or the executives board of the company or the administrative committee of the association.

General Provisions

Article 3:

3rd. The university shall be established per an application submitted by the owner by a decision of the Council and in accordance with the conditions and guarantees determined for this purpose. It shall issue its decision in regard to this application within a period not exceeding six months as of the date of submission.

4th. The university enjoys a financially and administratively independent legal person and in this capacity it has the right to own movable and unmovable assets and conduct all legal formalities including entering into contracts, getting loans, and accepting donations, grants, gifts and wills.

5th. The university is an independent academic institution which works on the achievement of the objectives of higher education and scientific research. For this purpose it carries out the following activities consistent with the policy of higher education:

5. Set up its programs, curricula, academic and research plans.

6. Conduct examinations.

7. Grant academic and honorary degrees and certificates.

6th. The university may, pursuant to the provisions of this law and the regulations issued hereunder and the instructions issued by the Council or the Certification Council, have an organizational, academic, administrative, technical and financial structure that reports directly to the president and is completely independent from the owner.

Article 4:

3rd. In addition to the colleges and academic departments, the university may by a decision of the council pursuant to the recommendation of the board of trustees, construct institutions and centers for research, education, training, consultations, services, hospitals, special programs and applied schools at the university premises or outside. It may integrate any of them in the other or cancel it in the same manner.

4th. The university may open branches, centers and offices outside the Kingdom by a decision of the council pursuant to a recommendation of the board of trustees.

The University President and Vice-Presidents

Article 5:

4th. Each university shall have a full time president dedicated to its management. He shall be appointed by the Council pursuant to the recommendation of the board of trustees for four years renewable for one time.

5th. The university president shall be of the Jordanian nationality and shall hold the position of professorship. He shall not be one of the owners of the company or the association or a shareholder of any of them. In special cases determined by the Council a non-Jordanian may be appointed president subject to the approval of the Council of Ministers.

6th. The president's salary and all his entitlements and benefits shall be determined by a decision of the board and per a special contract with the university signed on its behalf by the chairman of the board of trustees.

7th. If the service of the president is terminated, he may continue to occupy the position of professorship at the university at its highest scale.

Article 6:

3rd. Notwithstanding the provisions of the companies law or any other legislation, the university president shall be the first to be responsible before the board of trustees and the Council of Higher Education for managing its affairs in accordance with its annual budget, and he shall carry out the following tasks and authorities:

9. Manage the university academic, financial and administrative affairs in accordance with the provisions of this law and the regulations, instructions and decisions issued under any of them.
10. Invite the university board and the board of deans to convene, chair their meetings, supervise the documentation of the decisions issued by them and follow up their implementation.
11. Prepare an annual operating plan in cooperation with the board regarding the university development projects and submit it to the board of trustees for discussion and taking the proper decision in this regard.
12. Prepare the university annual budget draft for approval by the board and submit it to the board of trustees for discussion and submittal to the Council for endorsement.
13. Submit a report to the university board and board of trustees at the end of each academic year on the performance of the university, higher education and scientific research affairs, community services and other activities at the university and include any proposals he deems appropriate in its regard.
14. Suspend studying at the university totally or partially in the cases which he deems require taking such a decision. If the period of study suspension exceeds a week, the president shall refer the matter to the board of trustees and submit it to the Council to take the appropriate action in this regard.
15. Any other authorities vested in him under the regulations issued pursuant to this law and the instructions issued pursuant thereto.

4th. The president may delegate any of the authorities vested in him to any of his vice-presidents or deans or directors of the university, each within the scope of his position, under this law and the regulations and instructions issued pursuant thereto including his authorities in financial matters, provided that such delegation is written and specific.

Article 7:

4th. The vice-presidents shall be appointed by a decision of the board of trustees pursuant to the recommendation of the president for two renewable years. The service of anyone of them may be terminated in the same manner he was appointed.

5th. The vice-president shall be of a Jordanian nationality and shall have occupied the position of professorship. He shall not be of the owners or shareholders. A non-Jordanian may be appointed vice-president if the university interest requires that.

6th. The president shall determine the responsibilities and authorities of each of his vice-presidents.

The Board of Trustees

Article 8:

1st. Each university shall have a board called (the Board of Trustees). It shall consist of fifteen members to be appointed by the council for four years. One of them will be named chairman. At least one third of the members shall hold a Ph.D. degree and the

remaining two thirds shall be experienced and shall hold the first university degree. The board shall be formed as follows:

1. The university president.
 2. Three members elected by the Council.
 3. Five members maximum from the owners or shareholders recommended by the board.
 4. The remaining members are from non-owners or shareholders and from non-workers in the university itself recommended by the owner provided that at least half of them hold the position of professorship from any Jordanian university.
- 2nd. The chairman of the board of trustees may not be elected from the university owners or shareholders. The university president may not become chairman of the board of trustees.
- 3rd. It is not permitted to combine the membership to the board of trustees and the membership to the Council, with the exception of the presidents of the private universities who are members to the Council in accordance with the Higher Education and Scientific Research Law. Also it is not permitted to combine membership to the board of trustees of the university and membership to the board of trustees of any other university.
- 4th. 1. The resignation of the chairman of the board of trustees or any of its members shall be accepted and they shall be relieved from their positions by a decision of the Council.

2. If the position of the chairman of the board of trustees or any member thereof becomes vacant for any reason, another member shall be appointed in his place in accordance with the provisions of paragraph (A) of this article.

Article 9:

The university board of trustees shall assume the following responsibilities and authorities:

- 1st. Draft the general policy of the university in the light of the higher education policy.
- 2nd. Recommend to the Council to establish colleges, departments, programs and academic specializations or integrate them in others or cancel them.
- 3rd. Recommend to the Council to appoint the president in accordance with the provisions of this law.
- 4th. Appoint the vice-presidents and deans by a recommendation of the president in accordance with the provisions of this law.
- 5th. Approve the instructions submitted by the president to regulate the operations affairs at his university.
- 6th. Determine the number of accepted students annually in the university's various programs and specializations in the light of the prescribed capacity of each specialization and advise the Council of the number of students accepted at the beginning of each semester.
- 7th. Determine the tuition fees and secure resources to support the university financial resources and manage investment thereof.

- 8th. Determine the salary scale of all university personnel including the faculty members.
- 9th. Look into, discuss and approve the annual plan submitted by the president on the development projects which the university intends to carry it.
- 10th. Accept grants, gifts and wills if they come from a Jordanian source and are less than one hundred thousand dinars, provided they are allocated to development and improvement purposes within the university.
- 11th. Approve the university budget and final accounts and submit same to the board for approval.
- 12th. Approve the annual report prepared by the president on the work progress at the university to evaluate its achievements, the general budget and final accounts and submit it to the Council.
- 13th. Prepare the University's internal bylaws and submit them to the Council for approval within a period not exceeding two months including endorsement of the faculty system applied at any of the Jordanian public universities.
- 14th. Any other matters related to the university referred by the president which do not fall under the jurisdiction of any other agency in accordance with this law and the regulations issued thereunder.

The University Board

Article 10:

3rd. Each university shall have a board called (the University Board) under the chairmanship of the president and the following as members:

8. The vice-presidents.

9. The deans.

10. A faculty member from each college elected by this faculty at the beginning of each academic year.

11. Two from the directors of the university academic, technical and administrative units.

12. Two from the local community.

13. One from the students.

14. One from the university alumni.

4th. The board members mentioned in items (4), (5), (6) and (7) of paragraph (A) of this article shall be appointed by a decision of the president for the period of one year.

Article 11:

The university board shall assume the following tasks and responsibilities:

8th. Coordinate the academic, educational, training and consulting activities of the colleges and other technical academic units at the university and enhance the relationship of these colleges and units with the public and private sectors.

- 9th. Work on promoting the level of services provided by the university in the fields of education, training, scientific research and community service.
- 10th. Discuss the instructions submitted by the president to regulate work at the university and refer them to the board of trustees for approval.
- 11th. Discuss the university draft annual budget and submit it to the board of trustees.
- 12th. Review the annual report on the university activities and achievements and submit it to the board of trustees in preparation for submitting it to the council.
- 13th. Look into any university – related matters referred to it by the president.

The Board of Deans

Article 12:

- 3rd. Each university shall have a board called (the Board of Deans) under the chairmanship of the president and the following as members:
 3. The vice-presidents.
 4. The deans.
- 4th. The board of deans shall assume the following responsibilities and authorities.
 13. Recommend the to the board of trustees the establishment of colleges, departments, programs and academic specializations and integrate them into others or cancel them.

14. Appoint the members of faculty at the university and promote, confirm and transfer them from one category to another, assign; loan and grant them sabbatical leaves and unpaid leaves, accept their resignations and terminate their services.
15. Evaluate the work of the faculty members and their academic activities, teaching methods and scientific researches and take the appropriate decision in their regard.
16. Send the faculty members and full time lecturers and instructors (research and teaching assistants), technical personnel in the academic field at the university or those who have commitments to work for the university on academic scholarships and assignments and training courses, extend their period of scholarship and any other matters related to scholarships.
17. Recommend to the board of the directors the number of students to be accepted annually in the various programs and specializations at the university and determine the university tuition fees for each of them.
18. Study and discuss the draft academic plans submitted by the boards of colleges, institutes and centers and issue the decisions in regard thereto.
19. Evaluate the level of academic performance and academic achievement at the university.
20. Grant the academic and honorary degrees and certificates.
21. Establish the professorship chair.

22. Set up the acceptance instructions at the university in accordance with the bases approved by the Council and the number of students accepted in it.
23. Develop the appropriate instructions to implement the provisions of the regulations relevant to the academic work at the university.
24. Look into any subject related to the academic work referred to him by the university president which does not fall under the jurisdiction of any agency mentioned in this law or any other legislation.

The College Dean and Board

Article 13:

- 4th. A dean shall be appointed to the college. He shall be responsible for managing its educational, administrative and financial affairs and scientific research issues, shall implement the decisions taken by the college board and the university boards and shall submit a report to the president at the end of each academic year on the performance of his college and its various activities.
- 5th. The college dean shall have occupied the position of professorship. He shall be appointed by a decision of the board of trustees pursuant to the recommendation of the president for two years renewable for one time. His service shall be terminated by the elapse of the period of his appointment or in case of terminating his services by the appointment of a replacement.

6th. The board of trustees may, pursuant to the recommendation of the president and in a special case and according to its determination, appoint a faculty member from other ranks to act for the college dean.

Article 14:

Deans other than the college deans may be appointed to assume the responsibility of any university activity and carry out for this purpose the tasks specified to them under the university regulations and instructions. They shall be appointed in accordance with the provisions of paragraphs (B) and (C) of article (13) of this law.

Article 15:

3rd. Each college shall have a board called (the College Board) under the chairmanship of the dean and with the following as members:

5. Dean deputy or deputies.
6. Academic department heads of the college.
7. A representative for every academic department at the college to be elected by the department faculty members at the beginning of each academic year.
8. Two specialized and experienced members from outside the college to be appointed by a decision of the president in consultation with dean.

4th. A temporary board shall be formed for one year for the newly-created college by a decision of the board of deans pursuant to the recommendation of the president. This board shall consist of a

chairman and three members at least, and it shall practice the authorities of the dean of the board of the college and department boards.

The Faculty

Article 16:

The faculty member in the university is:

6. The professor.
7. The associate professor.
8. The assistant professor.
9. The teacher.

The University Budget and Financial Resources

Article 17:

Notwithstanding the provisions of the companies law or any other legislation:

4th. The university shall have its independent budget to be prepared by the president, approved by the university board of executives and submitted to the board of trustees for endorsement and submittal to the Council.

5th. The university financial resources consist of the following:

8. The tuition fees.
9. Royalty from its movable and non-movable funds.

10. The grants, donations, gifts, aids etc... in accordance with the provisions of this law and the law of higher education and scientific research, provided that the approval of the Council of Ministers be taken if they come from a non-Jordanian source.
11. Amounts generated from the teaching activities, consultations and researches rendered by the colleges and centers and the amounts generated from the productive projects and university facilities.
- 6th. A special account for the university independent from the company accounts shall be opened at one of the Kingdom's banks. The university allocations shall be deposited in this bank in accordance with its budget, and amounts shall be disbursed therefrom by a decision of the president.
- 7th. The university shall allocate 5% of its annual operating budget for the purposes of scholarships, training, scientific research, publication and scientific conferences.

Article 18:

- 1st. Notwithstanding the provisions of the Companies Law or any other legislation, the university shall maintain the accounts and financial entries regulating its operations in accordance with the generally accepted accounting principles. The final accounts and reports generated by it shall be subject to auditing by a certified auditor to be appointed by the board of executives for this purpose.
- 2nd. An internal control and auditing unit shall be established at the university, to be responsible before the president directly. It shall supervise the application of the budget items of revenues and

expenditures and shall submit periodic reports to the president on the university's financial affairs.

Final provisions

Article 19:

4th. Each of the boards stated in this law shall meet by an invitation extended by the chairman of the board concerned or his deputy in case of his absence.

5th. The university president may call any of its boards for a meeting.

6th. Half of any board members at least may submit a request to the board chairman to hold a meeting. The board chairman in this case shall call the board for a meeting within fifteen days as of the date of submitting the request.

Article 20:

The legal quorum for holding a meeting by any of the boards stated in this law shall be by the attendance of the absolute majority of its members. Its decisions shall be taken by the majority vote of the attendees at least.

Article 21:

The decisions issued by any board may be appealed to the higher board in the hierarchy. The decision issued by the higher board shall be definitive.

Article 22:

Each of the boards stated in this law may delegate any of the authorities vested in it under this law or the regulations issued pursuant thereto to any of the committees formed by it or any other subordinate board.

Article 23:

1st. The Council shall supervise the university to ensure that it realizes its objectives and tasks and shall issue the instructions required for that.

2nd. If the university violates its special legislation, the Council may, pursuant to the recommendation of the Certification Council, take any of the following actions:

1. Effect the punishment it deems appropriate in accordance with the instructions set up for this purpose.
2. Impose financial fines thereon.
3. Suspend the acceptance of students in it.
4. Form committees to directly supervise it until the causes of violation are removed. The tasks and authorities of such committees shall be determined by a decision of the Council.

Article 24:

Notwithstanding any provisions in the Companies Law or any other legislation:

7th. The board of executives shall be directly responsible for the capital construction projects (buildings and facilities required and secure the funding resources as per the plan approved by the board of trustees.

8th. The board of executives may not interfere with the management of the university affairs and staff in any manner whatsoever. It shall practice its activity as a company from its offices outside the university campus.

Article 25:

The provisions of this law and the provisions of the law of higher education and scientific research shall apply to any non-Jordanian higher education institution or any branch thereof established in the Kingdom whatever the legal capacity of the agency requesting its establishment is.

Article 26:

The Council and the Certification Council shall as applicable, issue the required instructions to implement the provisions of this law.

Article 27:

The Council of Ministers shall, by the recommendation of the Council, issue the regulations required to implement this law.

Article 28:

1st. Private Universities Law No. (26) for the year 1999 shall be canceled. No provision stated in any other legislation contrary to the provisions of this law shall be effective.

2nd. The regulations and instructions applied at any university upon the issuance of this law shall remain in effect until they are amended, canceled or replaced in accordance with the provisions of this law provided that such action be taken within a period not exceeding two years.

21 August 2001

Abdullah the Second ibn Al-Hussein

Vice Prime Minister And Minister of Justice Faris Al-Nabulsi	Vice Prime Minister And Minister of Interior Dr. Awad Khlaifat	Prime Minister And Minister of Defense Engineer Ali Abu Al-Ragheb	
Minister of Foreign Affairs Dr. Abd Al-Ilah Al-Khateeb	Minister of State for Management Development Affairs Dr. Mohammad Dhunaibat	Minister of Municipal and Rural Affairs and the Environment Dr. Abd Al-Razzaq Tubaishat	Vice Prime Minister And Minister of State for Economic Affairs Dr. Mohammad Al-Halayqah
Minister Of Information Saleh Al-Qallab	Minister of Public Works And Housing Engineer Husni Abu Ghaida	Minister of Labor Eid Al-Fayez	Minister of Finance Dr. Michel Martu
Minister of Culture	Minister of State	Minister of Education	Minister of Tourism And Antiquities

Mohamoud Kayed Al-Hayasat	Abd Al-Raheem Al-Ukur	Dr. Khaled Touqan	Dr. Taleb Al-Rifai
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Dr. Fawwaz Hatem Al-Zu'bi	Tamam Al-Ghoul	Jawad Hadeed	Wasif Azar
Minister of Youth And Sports	Minister of Awqaf and Islamic Affairs and Shrines	Minister of State For Legal Affairs	
Mamoun Mohammed Nour Al-Deen	Dr. Ahmad Hulayyil	Dr. Eid Al-Shakhatbeh	
Minister of Health	Minister of Water and Irrigation	Minster of Energy And Mineral Resources	
Dr. Faleh Al-Naser	Dr. Hazem Al- Naser	Engineer Mohammad Ali Al-Bataineh	
Minister of State	Minister of Agriculture	Minister of Transportation	
Mousa Khalaf Al-M'ani	Dr. Mohammad Ayed Al-Dowairi	Nader Al-Dhahabi	

Attachment to Law No. (1457)

**Conditions of Licensing the Establishment of Private Universities
in the Hashemite Kingdom of Jordan**

1. The applications for granting licenses to establish private universities shall be considered in accordance with the following conditions and information:
 - 1st- There is a need and for the establishment of the university and this is viable based on a study that indicates the local market requirements and the number and specializations of Jordanian students studying abroad.
 - 2nd- Priority shall be given to the establishment of a university in the governorate where no public or private university has established or in the region specified by the Council of Higher Education.
2. The approval of the competent security departments shall be obtained in order to consider the application for a license to establish a private university.
3. A study indicating the university objectives and purposes shall be submitted. The university aims shall not include the realization of factional or political objectives.
4. The application shall be supported by the submission of an adequate estimated budget that shows the costs of establishing the university facilities and the required funding resources to cover these costs.

5. The license applicant shall provide a bank guarantee confirming that he is financially qualified to establish and operate the university.
6. The university shall comply with the laws, regulations, instructions and the private certification standards in effect in the kingdom.
7. Priority shall be given to the university which has an academic connection with a famous and well established international university or which works under its supervision. It shall work to obtain certification from international certification commissions or councils.
8. The university to be granted the license shall be owned by a Jordanian charitable society which is not managed for the purpose of generating profit at all. It shall not be owned, by direct or indirect necessity, by individuals or private companies. Also it is required to complete the legal procedures which preclude its transfer to a profit university or become owned by natural or juristic persons from the private sector. The applicant shall be held responsible for satisfying there conditions.
9. At least two thirds of the administrative staff of the charitable society shall be Ph.D holders or who have experience in the field of education and higher education.
- 10.A- The license applicant may submit two projects; one to establish a non- profit university in accordance with the conditions and stipulations provided for in these instructions; the other to establish a service company whose aim is to realize profit through the university services connected with university education such as: Developing the lands surrounding the university such as the establishment of students' dormitories, hotels, commercial stores, restaurants, athletic facilities and medical services facilities. The

prices of the services rendered by the "university services company" to the university shall be competitive prices and the university shall have the right to obtain such services from other agencies if its prices are high.

B- If the "university services company" is established, the company shall provide at its own expense the appropriate land for the establishment of the various university facilities on an area no less than 200 donums. Its investment in the various university facilities shall not be less than 5 million dinars, to be given as a grant to the university. A legal contract shall be entered to oblige the company to satisfy these requirements and to take the required legal procedures against it in case it breaches the contract.

3rd- The university shall, in case of the establishment of the university services company, be managed by a board of trustees; half of its members shall be recommended by the company provided that the Council of Higher Education approves such members, the other half shall be appointed by the Council. The chairman of the university board of trustees shall be appointed by the Council of Higher Education through a recommendation of the board of trustees.

4th- The university shall determine the appropriate tuition fees. It shall bear the operating expenses provided that its budget include the allocation of at least (5%) for the purposes of scientific research, at least (5%) for the purposes of student grants and scholarships, and at least (5%) for the purposes of higher studies scholarships of the recurrent revenues. The Council of Higher Education shall ascertain satisfying such requirements upon the

endorsement of the university annual budget and review of the annual reports submitted to it.

11. The license decision shall be issued based on the conditions and information specified in these instructions, in a manner that does not conflict with the laws, regulations and instructions in effect. It may not be released or transferred under any circumstance whatsoever.
12. The Council of Higher Education may grant the license applicant who satisfies the required conditions and undertakings a temporary license or a preliminary approval to establish the university for one year provided that at the end of this period it shall reconsider the subject of extending the license decision for another year, canceling it or granting a permanent license in the light of the progress of construction operations and compliance with the objectives of the university license application and the other conditions.
13. The Council of Higher Education shall consider the application of licensing the establishment of private universities once a year as of the summer of the year 1997.

Attachment No. 2

Hashemite Kingdom of Jordan

Higher Education Institutions Certification Council

Secretariat General of the Council of Higher Education

Private Universities General Certification Criteria No. 1 for the Year 1999, Issued Pursuant to Article (7/C) of Higher Education Law No. (6) for the Year 1998 and Shall be Effective as of the Date / / 2000

Firstly: The university is an independent juristic person:

Pursuant to Article 5 of Private Universities Law No. (26) for the year 1999, the university enjoys an academic legal entity (person) with financial and administrative independence and scientific norms and traditions.

Secondly: Academic Organization:

The university shall have an academic structure, and a job description shall be put for each center in the structure in accordance with the following guidelines:

1st. The University Boards:

1. Board of Trustees.
2. University Board.
3. Board of Deans
4. College Board/ Institute or Center Board.

5. Department Board.

Board of Trustees:

1st. The board of trustees is composed of (11-15) members appointed by the Council of Higher Education as follows:

1. The university president in the capacity of his position.
2. Two members to be selected by the Council of Higher Education.
3. Five members maximum from the commission elected by the university owner.
4. The remaining members from people of sound judgment and experience recommended by the university owner.

2nd. At least two thirds of the board of trustees shall be holders of the first university degree.

3rd. The board of trustees shall elect from its members a chairman and a deputy chairman.

4th. The resignations of the board of trustees chairman and members shall be accepted and they shall be relieved from their positions by a decision of the Council of Higher Education pursuant to the recommendation of the board of trustees.

5th. The president of the university may not become the chairman of the board of trustees or the deputy chairman of the board of trustees.

6th. The term of the board of trustees membership shall be four years, renewable.

7th. Withstanding the provisions of item (A) of this article, if the position of the chairman or any member of the board of trustees becomes vacant, the Council of Higher Education shall appoint another member in his place for the remaining period.

8th. It is not permitted to combine the membership to the commission elected by the owner and the chairmanship of the board of trustees or the position of the deputy chairman of the board of trustees.

9th. It is not permitted to combine the membership to the board of trustees and the membership to the board of trustees of any other private Jordanian university.

2- The board of trustees shall assume the following responsibilities and authorities:

1st. Set up the general policy of the university and supervise the good progress of operations in a manner that ensures achieving its objectives.

2nd. Determine the university fees for each specialization at the university.

3rd. Approve the special internal bylaws and instructions to regulate university operations and manage its affairs.

4th. Submit a recommendation to the Council of Higher Education regarding the appointment of the university president.

5th. Appoint the university vice-presidents and deans pursuant to the recommendation of the university president.

6th. Discuss the university annual report and evaluate its achievements.

7th. Approve the university annual budget and final accounts in a joint session with the owner and submit them to the Council of Higher Education for discussion and endorsement.

3) The university board is composed of the following:

1st. The university president: Chairman

2nd. The vice-president(s).

3rd. The deans.

4th. A member of the faculty from each college elected by the faculty in the college at the beginning of each university year for the period of a year.

5th. The Financial Director, the Administrative Director and the Director of Registration and Admission.

6th. The Library Director.

7th. One of the university students to be elected by the university president for the period of one year.

8th. Two members of the local community to be elected by the university president for two years renewable for one time.

(4) The university board shall assume the following responsibilities and authorities:

1st. Set up the university academic policies in a manner that enhances the level of education, training and scientific research therein.

- 2nd. Discuss the internal instructions to regulate the university operations, manage its affairs and submit recommendations in this regard to the board of trustees.
- 3rd. Discuss the final accounts and annual budget and submit recommendations in this regard to the board of trustees.
- 4th. Strengthen the university relations with the various organizations in the public and private sectors.
- 5th. Strengthen the bonds among the various colleges within the university.
- 6th. Evaluate the university operations by considering the annual reports submitted to it by the university president.
- 7th. Form the special committees which will assist it in performing its tasks.

(5) The board of deans shall consist of the following:

- 1st. The university president.
- 2nd. The vice- president(s).
- 3rd. The deans.

(6) The board of deans shall assume the following responsibilities and authorities:

- 1st. Approve the teaching plans.
- 2nd. Grant the academic degrees and certificates.

- 3rd. Set up the instructions for student admission in accordance with the bases of admission issued by the Council of Higher Education.
- 4th. Coordinate the operations of the colleges in regard to the classes, lectures, scientific researches and examination administration.
- 5th. Appoint the faculty members and look into the status of their various positions from loaning, special assignments, vacations etc... within limits of law of the private universities.
- 6th. Propose the establishment and integration of academic departments.
- 7th. Propose the university annual budget draft in participation with the of directors, the company's board of directors, or the society's administrative commission and submit it to the university board.
- 8th. Consider the matters referred to it by the university president.
- 9th. Promote the faculty members.

(7) The college board shall consist of the following:

- 1st. The college dean: Chairman.
- 2nd. The deputy deans.
- 3rd. The department heads.
- 4th. A member of the faculty for each department elected by the members of that department at the beginning of each university year for the period of one year.

5th. The college dean may invite a number of employees or experts when necessary to have their opinions in the college board discussions.

(8) The college board shall assume the following responsibilities and authorities:

1st. Propose a study plan at the college and the conditions for granting academic degrees and certificates therein.

2nd. Approve the curricula proposed by the department boards.

3rd. Approve the conditions of student admission to the departments.

4th. Supervise the regulation of studying at the college and coordinate among the various departments therein.

5th. Organize and supervise the examination procedures at the college and handle their results sent by the various competent departments for settlement.

6th. Recommend to the board of deans to grant the academic degrees and certificates.

7th. Supervise the practice of scientific research at the college and encourage it in cooperation with the scientific research dean office.

8th. Issue recommendations in regard to all matters related to the faculty members at the college and others involved in the teaching process including appointment, promotion, transfer, assignment, loaning, delegation, granting study vacations, acceptance of resignation and other university matters in accordance with the provisions of the private universities law and the regulations and instructions issued thereunder.

9th. Prepare the college annual budget draft.

10th. Consider the issues referred to it by the college dean

(9) A. Each of the college departments shall have a board consisting of the department head and all the faculty members in the department.

B. The department board shall assume the following responsibilities and authorities:

1. Submit proposals to the college board on the academic plans the department and on whatever may enhance the department as well as the college.
2. Coordinate the curricula at the department.
3. Encourage and coordinate the scientific research activities at the department.
4. Give opinions regarding promotions and appointment applications of the faculty members or lecturers at the department taking into consideration that the faculty member does not participate in voting on the promotion or appointment to a grade higher than his.
5. Submit proposals on the distribution of classes and lectures.
6. Provide opinions on any subject referred by the college dean or the department head.

C. The department head at the university is responsible for the good progress of teaching in his department in a manner that does not contradict with the provisions of the law of private universities and the regulations and instructions issued thereunder.

- D. One of the department professors shall be appointed head of the department for a renewable year by a decision of the university president pursuant to the dean's recommendation. However in certain cases, determined by the college dean and the university presidents, one of the faculty members who do not occupy the position of professorship may be appointed as an acting department head.
- E. The college dean shall chair the department board in case of the absence of the department head or the acting department head.
- (10) A. 1. Each chairman of the boards formed shall call for holding a meeting of his board. His deputy may call for the meeting in case of his absence.
2. The university president may call any of the university boards for a meeting.
3. At least half of the board members may request to hold a meeting. The board chairman in this case may call the board to hold a meeting within two weeks maximum.
- B. Each of the boards formed may delegate to its chairman or its committees some of its authorities.
- (11) A. The legal quorum shall be realized for each session of the boards by the attendance of the majority of its members.
- B. The decision of each board shall be passed by the absolute majority of the attendees. If there is a tie in the vote, the session chairman's vote shall prevail.

- (12) Objections to the decisions issued by any board may be filed to the board higher in the hierarchy. The decision of the board to which the objection was submitted shall be final and definitive.

B- The Faculty:

The faculty members at the university are:

- 1st. The professors.
 - 2nd. The associate professors.
 - 3rd. The assistant professors.
 - 4th. The instructors.
2. The number of students shall be calculated in a way that their ratio in the academically known departments to the number of the faculty members is as follows:
- In the colleges of arts, humanities and social sciences. 30:1
 - In the colleges of science and agriculture 20:1
 - In the colleges of engineering, pharmacy,
nursing and support medical professions. 15:1
3. The ratio of instructors in each department to the total number of the faculty members shall not exceed 20%.
4. The maximum weekly teaching load for the full time faculty members at the first university stage (bachelor) shall be as follows:
- For the instructor 15 hours.

- For the assistant and associate professor 12 hours.
- For the professor 9 hours.

If necessary it is permitted to add six credit hours to each of them - except the instructor - maximum, subject to his approval provided that the subjects taught by the faculty member shall not exceed four different subjects. The load of the part time faculty member shall be six hours maximum.

5. The university may, if necessary, enter into contract with part time lecturers who hold Ph.D. certificates from acknowledged universities provided that their ratio does not exceed 20% of the full time faculty members in each academic department. In all cases the following conditions shall be taken into consideration when appointing faculty members:

1st. Apply the principle of efficiency when appointing the faculty members regardless of nationalities.

2nd. Each private university shall set up future plans to be approved by the Council of Higher Education - to procure the faculty members and ensure the availability of sufficient number of them in each specialization.

3rd. The Council of Higher Education sets up the minimum requirements for the appointment of faculty members in the private university. Universities shall comply with these requirements.

4th. The probation period of the person contracted for the first shall not exceed one year. The minimum period of the contract shall be three years unless the faculty member wishes to have a shorter period. In all cases 50% of the faculty members in each of the specializations taught

by the university shall be of the three year contract holders. The foreign faculty members, and those on sabbatical leave or on unpaid vacations from public universities shall be exempt from this condition.

6. The University of Jordan regulations and instructions shall be applied to the appointment of the faculty members, their promotion, grades, vacations, disciplinary procedures and tasks.

C. Laboratory Supervisors:

1. A number of full-time laboratory supervisors shall be assigned provided that the ratio of students to them in each laboratory during instruction shall not exceed 20:1.
2. The practical teaching load for each supervisor shall not exceed (18) practical hours per week.
3. The laboratory supervisor shall have at least a bachelor degree in the specialization.

D- Laboratory and Workshop Technicians:

1. The number of technicians in each of the colleges of pharmacy, engineering, medical sciences, agriculture and science shall not be less than one technician for sixty students.
2. At least one technician shall be assigned to a scientific laboratory.
3. The laboratory technician shall hold the first university degree or an intermediate diploma post the general secondary school in the field to which he is assigned in accordance with the conditions determined by the special certification criteria.

5th. School System:

1. The academic year at the university consists of two teaching semesters; the period of each is 16 weeks. A summer session may be given provided that it shall not be less than 8 weeks.

2. Attendance:

1st. Attendance is required by all university students in all lectures, discussions and practical hours according to the credit hours for each course of the academic plan.

2nd. A student may not be absent for more than (15%) of the credit hours required for the course.

3rd. If the student is absent for more than 15% of the total credit hours required for the course without a sick or compelling excuse accepted by the college dean, he shall not be permitted to sit for the final examination and his result in that course shall be a zero and he has to take it again if it is a required course. in all cases the result of that failure shall be calculated in the student's semester and accumulative grade average for the purposes warning and dismissal from the college.

4th. If the student is absent for more than (15%) of the credit hours required for a certain course and this absence is due to a sick or compelling excuse accepted by the dean of the college, he shall be considered withdrawn from that course and the withdrawal provisions shall apply to him. The dean shall notify the Director of Admission and Registration of his decision. The remark (withdrawn) shall be affixed against that course in the student's academic record. The students who represent the Kingdom or the university in official activities shall be permitted to be absent for a period not exceeding (20%).

E. The sick excuse shall be attested by a certificate issued by the student clinic physician at the university or endorsed by him or issued by the university approved hospital. This certificate shall be submitted to the college dean within a period not exceeding two weeks as of the date the

student's failure to attend classes. In other compelling situations the student shall submit an evidence for such compelling excuse within two weeks as of the date of the removal of the causes of absence.

6th. The college deans, the faculty members, the lecturers and the Director of Admission and Registration shall enforce the aforementioned attendance provisions.

3. The period spent by the student registered to obtain the first university degree shall not exceed eight years in the colleges of engineering and pharmacy and seven years in the other colleges. The period of postponement shall not be included in this period.

4. The university student may take 18 credit hours maximum in a semester. The university student may take additional three credit hours if his average is not below 80% or (equivalent) or if such credit hours are necessary for his graduation. Also the study load for the student in the graduation semester may reach (22) credit hours if the added hour is a training or a laboratory hour. The maximum load in the summer term for the student shall be (9) credit hours. The number of credit hours may be increased to (12) hours for graduation purposes.

5th. The minimum number of credit hours required to obtain the first university degree shall be as follows:

- In the colleges or arts, humanities, social sciences and science (128) credit hours.
- In the colleges of agriculture, applied engineering and nursing (132) credit hours.
- In the colleges of engineering and pharmacy (160) credit hours.

F. Language of instruction: Arabic is the language of instruction at the university. Another language may be used when necessary by a decision of the board of trustees pursuant to a recommendation of the university board.

Thirdly: The Organizational Structure:

1st. The university shall have an organizational structure independent from the university owner. It shall enjoy all the authorities and responsibilities provided for in the regulations and instructions endorsed by the Council of Higher Education.

2nd. The university organizational structure shall comprise the following:

1. The university president, his vice-presidents and assistants.
2. The college deans, their deputies and assistants.
3. The dean of scientific research.
4. The dean of students affairs.
5. Heads of the academic departments.
6. Director of the library.
7. Directors of the centers, units and administrative, financial and services divisions.
8. Director of Admission and Registration.

3rd. The university president shall be responsible for managing its academic, administrative and financial affairs. He is the paymaster in the university and carries out the responsibilities and authorities assigned to him in accordance with the law of private universities in effect and the regulations and instructions issued thereunder.

Fourthly: The Regulations and Instructions:

- 1st. The university adopts a set of internal regulations and instructions required to regulate the academic and administrative operations in a manner that enhances the concept of the university as a legal academic entity financially and administratively independent and distinguished by scientific norms and traditions.
- 2nd. The relationship between the university and the owner shall be regulated in a manner that ensures non-interference in managing its affairs by applying financial and administrative instructions that provide the university supplies and capital and operating requirements within the approved budget in accordance with the following procedures:
 1. The university president shall form a bidding subcommittee to procure the works and supplies in the amount that does not exceed ten thousand dinars.
 2. A central bidding committee shall be formed at the university under the chairmanship of a vice-president of the university and membership of the Director of Finance, the Director of Supplies, a member of the board of directors and the dean or the director concerned to procure the equipment, furniture and supplies whose value is less than ten thousand dinars.
 3. A committee of the board of directors and the university president shall be formed to look into the development bidding (buildings and constructions) whose value does not exceed ten thousand dinars.
- 3rd. The university shall maintain special accounts for managing its affairs in accordance with the budget approved annually. The

university president shall set up special instructions to regulate the mechanism of payment.

- 4th. The payment orders and the checks drawn on the university's special account shall have at least three signatures of the university staff; they are the accountant, the Director of Finance and the university president. They shall include all the university budget items, with the exception of the buildings and constructions which shall be signed by the university owner.

Fifthly: The Buildings and Facilities:

The university land and facilities shall be as follows:

1. *The university land:*

The area of the university shall be at an average of 35 m² to each student provided that the number of students in the individual university college shall not exceed 4,000 students and in the university 8,000 students.

2. *The classrooms:*

The classrooms shall satisfy the following conditions:

1. The maximum capacity of the classroom shall be sixty (60) students in the colleges of arts, humanities and social sciences and forty (40) students in the colleges of science and applied sciences. This maximum limit shall be taken into consideration when calculating the capacity of these classrooms.
2. For the purposes of general lectures which do not fall within the study plans, two halls with a capacity of (100) students maximum each may

be made available provided that they are equipped with the adequate equipment and furniture.

3. The minimum area designated to each student in the classrooms shall be 1.5 m^2 .
4. The minimum area of the classroom or discussion room shall be thirty square meters (30 m^2).
5. The minimum capacity of the total classrooms and lecture and debate halls shall be (60%) of the total number of the university students at one time.

3. Activities and Seminars Stadiums:

The university building shall include at least one activities stadium with a minimum capacity of 200 students and an area of 280 m^2 at least. The stadium shall be equipped with a stage with an independent exit and entrance with an emergency exit. The stadium shall be equipped with audiovisual instruments and the proper lighting for theater performance.

4. The Laboratories:

The laboratories shall satisfy the following conditions:

1. The minimum area of each laboratory shall be sixty square meters (60 m^2), and the maximum capacity of each class shall be twenty (20) students.
2. The university must have at least one language laboratory with a capacity of twenty (20) teaching booths.

3. The university shall have, in addition to the scientific colleges laboratories, at least one computer laboratory containing twenty (20) modern computers with five (5) printers for each 500 students in addition to the computer laboratories designated to the Computer Department or the Computer Engineering Department.
4. Each college providing scientific courses shall have two research laboratories equipped with whatever is appropriate with the nature of the research activity in a manner that meets public safety.
5. The university shall provide the laboratories required for the specializations it teaches and equip them with the instruments and tools required for teaching in accordance with the approved curricula.

5. The Workshops:

- 1st. The area of each workshop shall be at least 60m^2 , at an average of 4m^2 to each student. The number of students shall not exceed 15 students in a single workshop. One workshop shall be available for each specialization in any engineering college.
- 2nd. The university shall make available the workshops required for the specializations it teaches and equip them with the instruments and tools required for teaching in accordance with the approved curricula.

6. Faculty Members and Administrative Staff Offices:

An area of 7.5 m^2 shall be designated to each member of the faculty or administrator in the joint offices. The single office area shall not be less

than 9m², and the number of the faculty members occupying the same office shall not exceed two. An independent office shall be made available to the college dean and department head. It is necessary to make available conference rooms for the boards of the colleges and departments in the same college.

7. *The Library:*

The university must take the following criteria into consideration upon construction of the library:

- 1st. Designate an area of 2.4m² to each student, 7.2m² to each faculty member or researcher and 9m² to each employee working in the library.
- 2nd. Designate a number of seats in the library to accommodate 25% of the total number of students and faculty members at one time.
- 3rd. Designate an area of 4.1m² to each (1,000) volumes.

For the purposes of general certification, the total area of the library shall be 0.8 m² to each student registered in the university as a minimum (i.e. an average of 800 m² to each 1,000 students registered in the university).

- 4th. Acquire and develop sets of the various information resources at a minimum rate of ten (10) titles to each student provided that the number of titles at the library is not less than ten thousand titles upon establishment.
- 5th. The library shall subscribe to five titles of the current journals in each specialization licensed to the university for the purposes of the

general certification purposes in any of its various forms (paper, microfilm, compressed discs etc...)

- 6th. Provide the basic references required for research and study such as dictionaries, encyclopedias, biographies, manuals, secondary books, atlases, bibliographies ... etc in Arabic and foreign languages.
- 7th. Organize the library sets by a series of technical procedures to register, enter, index and classify them and prepare the required tables for them in accordance with the latest international systems, regulations and criteria applied by the university libraries and the maintenance procedures by binding and coding them.
- 8th. Provide the information services including references, advice, checking out, reservation, photocopying and requesting photocopies of the materials not available in the library for the researchers and scholars and facilitate utilization of these services in various ways.
- 9th. Automate (computerize) the library in a period not exceeding five years as of the date of the university license in order to be in line with developments in the field of information technology, provided that personal computers or terminals (monitors) shall be designated at the rate of one terminal per 500 students, provided that the number of terminals shall not be less than five in order to be use them as automatic indexes by the students and researchers.
- 10th. Appoint a sufficient number of employees in the library in accordance with the approved criteria in this field at a rate of at least one employee for each 300 students, provided that the rate of specialized personnel in the library science shall not be less than 30% of the total library staff.

11th. The library halls shall be air-conditioned and equipped with the furniture required to seat the students including chairs, tables, cabinets, shelves and offices for the staff at a rate of one open wooden or metal shelf to each 25 volumes.

8. Admission and Registration Unit:

- The following criteria shall be satisfied upon the construction of the admission and registration office:

1. Designate sufficient space to accommodate the admission and registration personnel and the warehouses for the files, documents etc... required for the department operations. The office area shall be as provided for in item 6 above for the faculty members and administrative personnel, as an area of (10m²) shall be designated to each (100) students if the number of the university students is below 4,000 students, provided that the area designated to admission and registration is not less than 50m² regardless of the number of students. If the number of the university students exceeds (4,000) students, the area of the building designated to admission and registration shall not be less than (500m²).

H. One (1) bathroom with a washing sink for the male employees, area 4m²

I. One (1) bathroom with a washing sink for the female employees, area 4m²

J. One (1) bathroom with a washing sink for the male students; area 4m²

K. One (1) bathroom with a washing sink for the female students; area 4m²

The following shall be available at the health unit:

1st. A general male physician and a general female physician.

2nd. A pharmacist.

- 3rd. A female nurse for every clinic and a female nurse for the emergency room.
- 4th. A medical analysis laboratory technician.
- 5th. Supply the pharmacy with sufficient and varied amounts of medicine.
- 6th. Equip the emergency room with a number of beds (2-4). A partition shall be installed between the beds of male and female students.

If the number of students exceeds 4,000 students, the university shall provide the following in addition to the aforementioned items:

- 1st. A general male physician.
- 2nd. An assistant pharmacist.
- 3rd. An ambulance.
- 4th. A dental clinic with an area of at least 20m² with a male dentist and a female nurse.

11. The Athletic Courts:

The university shall have at least one outdoor field for the following sports as per the dimensions indicated below and in accordance with the approved specifications:

- | | |
|----------------|---------|
| - Basketball | 26mX14m |
| - Volleyball | 18mX9m |
| - Handball | 40mX20m |
| - Court tennis | 24mX11m |

- Soccer 105mX70m

If the number of the university students exceeds 4,000 students, the private university shall make available an indoor gymnasium with a minimum total area of 2000m² and a minimum height of 7 m in accordance with international specifications. It shall have the following facilities:

- (1st) Convertible courts that include: basketball, handball, volleyball, court tennis, badminton and squash courts, 2 at least.
- (2nd) Accompanying halls for practicing self defense games: (Karate, judo, takewondo) boxing, table tennis, gymnastics and a physical fitness room.
- (3rd) Separate dressing rooms one for males and the other for females. Each dressing room shall have at least four baths and health facilities. The baths shall be supplied with hot and cold water.
- (4th) Supervisors' offices at a rate of 7.5m² for each trainer or supervisor.
- (5th) Fixed and moveable stadiums and a main platform that can accommodate 200 persons.

The university shall also provide at least one qualified trainer for each of the aforementioned sports.

12. The Public and Private Facilities: These are the facilities designated for the use by the students for the various activities. They include the main restaurants and cafeterias, exhibition halls, recreation facilities, mosques or prayer shelters, audio-visual rooms, exhibition halls, and special activities halls such as: music, acting, journalism, carving, other handicraft, photography, chess, billiards and table tennis; the halls designated for students unions, and students societies and clubs. They also include the museum and additional laboratories for student

science activities not included in the curricula (such as laboratories for radio, aviation etc... hobbyists). These facilities also include student seating shelters equipped with seats and surrounded by green areas and the ceiled terraces and balconies designated for student use. The areas of these halls shall be determined so that all of them can accommodate 25% of the students per the weights and conditions indicated in the following tables:

1st. Facilities Measured by Floor Area:

Facility	Area Designated to Each Student in Square Meters	Allowed Minimum and Maximum to Each 1,000 Students	
		Minimum	Maximum
Name of facility	M ²	Student	Student
Various kinds of restaurants	4	80	160
Exhibition halls	4	10	20
Mosques	2	10	20
Audio-visual rooms	3	10	20
Ceiled and closed courts	5	—	50
Terraces and balconies for student use	6	—	10
Additional laboratories	3	—	10
Computer center and ermines building in the colleges	4	—	10
Seating shelters for students	6	—	10
Miniature scientific seminar halls	4	—	5
Each activity, club or student society	4	—	5

13. Water closets: One toilet and one washing sink shall be designated to each 30 students. One toilet and one washing sink shall be designated to each 20 faculty members or administrative staff.
14. Sanitary drinking fountains: chilled water drinking fountains shall be made available at a rate of 1 each per sixty persons. These fountains shall be distributed in a manner that serves the students and employees in their areas of congregation.
15. Parking lots and green areas: The planted green areas shall constitute at least 25% of the land area or 100% of the area of buildings. The parking area shall be sufficient to accommodate the buses and cars of the faculty members, administrative staff and students, at a minimum rate of one car for each four persons of the administrative and academic staff and one car for ten students. The area to be designated for each sedan car shall be at least 15m^2 and the area designated for each bus shall be at least 30m^2 .
16. Water: The university buildings shall include a ground water tank with a capacity of at least 300 m^3 to be increased at a rate of 100 m^3 for each 1,000 students if the number of students exceeds 2,000 students. If there is an internal housing for the students, the aforementioned capacity shall be increased at a rate of one cubic meter for each of the internal housing students.
17. Sanitary Drainage: The university shall be connected to the public sewerage system if there is one. Otherwise, the university shall provide a septic pool, at a size of at least 200m^3 with an analyzing pool at a size of 20m^2 if the number of students does not exceed 2,000 students. In case the number of students exceeds that figure, a special purification plant shall be constructed at the university.

18. The university land and the facilities thereon shall be designated for the university uses for academic and scientific purposes and student activities and services. No part thereof shall be used for commercial purposes.

Fourthly: Instruments, Furnishings and Teaching Aids:

1. Instruments and Teaching Aids: The university shall provide the instruments and teaching aids required for teaching at the university, particularly the following:

- 1st. Personal computer systems at a rate of at least one system for two faculty members.
- 2nd. Overhead transparency projectors at a rate of one projector for each classroom.
- 3rd. Slide projectors at a rate of one slide projector for each college.
- 4th. Videos and televisions for teaching purposes at a rate of one video and one television for each college.
- 5th. Photocopying machines at a rate of one photocopier for each department in the college.
- 6th. Microfilm and microfiche reading and printing machines.
- 7th. Personal computers for administrative use in the colleges, departments and other units in the university.
- 8th. White boards with supplies in each classroom.

2. Records and Files:

The university shall provide the following:

- 1st. The financial department records and files which include: Files, cards and jackets of receipts of the fees, revenues and expenditures.
- 2nd. Personnel records and files of its employees which include their contracts, academic certificates and other necessary documents.
- 3rd. The university management records and files which include the university management transactions files.

Names of the Council of Higher Education Members

<i>Number</i>	<i>Council Members</i>
1	Minister of Higher Education and Scientific Research/ Chairman of The Council of Higher Education His Excellency Dr. Walid Al-M'ani
2	His Royal Highness Prince Ghazi ibn Mohammad Chairman of the Board of Trustees of Balqa Applied University
3	Minister of Education His Excellency Dr. Khalid Touqan
4	His Excellency Mr. Dhouqan Al-Hindawi
5	His Excellency Dr. Raja'i Al- Mu'ashshir
6	President of Motah University His Excellency Professor Eid Ad-Duhayyat
7	President of Private Philadelphia University His Excellency Professor Adnan Badran
8	President of Yarmouk University His Excellency Professor Fayez Khasawneh
9	President of Private Petra University His Excellency Professor Mahmoud As-Samrah
10	His Excellency Dr. Abdulsalam Al-Abbadi
11	His Excellency Professor Fawzi Gharaybeh Deputy Chairman of the Council of Higher Education

12	President of the University of Jordan His Excellency Professor Abdullah Al- Mousa
13	President of the Jordanian University of Science and Technology His Excellency Professor Sa'ad Hijazi
14	President of the Hashemite University His Excellency Professor Anwar Al-Battikhi
15	President of Al Al-Bayt University His Excellency Professor Salman Al-Bdour
16	President of Al-Balqa Applied University His Excellency Professor Abdulhaleem Al-Wuraykat
17	President of Al-Hussein ibn Talal University His Excellency Professor Adel Al-Tuwaysi
18	Secretary General of the Ministry of Higher Education and Scientific Research His Excellency Dr. Omar Shdaifat
19	Director General of the Certification Council His Excellency Professor Safwan Tell

Certification Council Members

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His Excellency Secretary General of the Ministry of Higher Education Dr. Omar Shdaifat	Associate Professor	Minister of Higher Education and Scientific Research	5347671	-	-	5337938	Mhe-gs@amrajo.nic.gov.jo

Professor Mustafa Yaseen		Amman National University/Dean of Information Technology College	5336101/128	5152693	079/533168	5336033	Myaseen@cbj.gov.jo
Professor Ibrahim Yousef As-Sayyid	Associate Professor	Al Al-Bayt University/ Arabic Language Department	4871101/2232	5601865	-	-	-
Professor Talab Abu Sharar	Professor	Institute of Land Water and the Environment/the Hashemite University	053826600	5344693	079/40855	053826823	Tmsharnr@hu-edu-jo
Professor Hisham Saleh Gharayloch	Professor	Deputy President of Yarmouk University	027271100 Irbed	5533666	079891333	027274725	Hishamgh@yu.edu.jo
Professor Mutaaz Al-Sheikh	Professor	Consultant to the President of the Science and Technology University	027095111 Extension 22815	027246270	079577471	027095123	Salem@just.ed.jo
Professor Majed AbdulKareem	Professor	Al-Balqa Applied University	053510563	5155694	079547355	053510563 051556940	Majed@go.com.jo

Application Form for the Establishment of a Private University

Date of Submitting Application:.....

1- Type of Institution: -

1st ☐ Private University

2nd ☐ University College

2- Proposed Name for the University:

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3- Establishment Justifications:

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.....
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4- Location:

Governorate:

District:

City:

5- The Founders: -

No.	Name of Founder	Academic Qualifications	Position	Years of service	Nationality	Place of Residence	Percentage of Share

6- Names of Founders' Representatives:

1st.

2nd.

3rd.

7- Academic Programs at the University:

1st- achelor

2nd- masters

3rd- h D

8- A: Specializations:

No	Field of Specialization	Specific Major	Academic degree			Required Academic Years		
			Bachelor	Masters	PhD	Bachelor	Masters	PhD

B- Expected Period for Commencement of Teaching after Obtaining the Preliminary License

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9- Expected Time Intervals for Implementation

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10-Number of Students in the Specializations:

No.	Specific Major	Number of Students Each Year

11-Teaching Faculty Recruitment Plan (To be attached to with the application).

12-Area of Land, Facilities and Establishment Expenses

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.....

13-Enclose with the application a comprehensive study on the university objectives and purposes, the need and feasibility of its establishment and how it satisfies the attached conditions of licensing and establishment of private universities.

Applicant Signature: